

INSTALLATION TRAINING GUIDE A HANDBOOK FOR MANAGERS AND SUPERVISORS OF CIVILIAN EMPLOYEES

FORWARD

This guide is designed to assist you in optimizing your human resource training and development. It provides both guidance and assistance in determining and planning for your civilian training and education requirements.

The goal of the Education and Training Flight (DPE) is to provide each manager and supervisor at this ALC with the necessary information needed to maximize their efforts in developing an effective and efficient work force. I welcome your comments and suggestions for improving the quality of the service my office provides to you.

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Organization Training Managers and Monitors

INSTALLATION TRAINING GUIDE

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INSTALLATION TRAINING GUIDE

1. INTRODUCTION: This guide outlines objectives and requirements for conducting and administering civilian training, education, and development programs at Hill Air Force Base. It explains procedures for determining training needs, validating, budgeting, acquiring, documenting and reporting education, training and development experience. This guide implements requirements outlined in AFI 36-401.

2. POLICY: Air Force policy is to provide training and development necessary to ensure the maximum efficiency of its employees in the performance of the employees' official duties. The Air Force seeks to develop and maintain the highest quality work force attainable. It is, therefore, necessary to provide training and education to ensure employees can perform at the highest level of proficiency. Employees who have valid training needs, and who meet the requirements of law, Executive Order, or regulation shall be given the opportunity to participate in training and development programs. The training received must be in the best interest of the Air Force. The selection of who attend training must be made without regard to race, color, religion, sex, national origin, age, or any factor not related to the need for training and development.

3. RESPONSIBILITIES:

3.1 Executive Review is accomplished by the OO-ALC commander or designated representative generally the Executive Director (OO-ALC/CD). The Executive Director reviews, validates and approves the Annual Installation Training Plan (AITP).

3.2 The Management Training Committee (MTC) is chaired by a member of the Senior Executive Service (SES) and supported by five senior members of the OO-ALC Commander's staff. Members review and make recommendations for the prioritizing of the base-wide training requirements data extracted from Education and Training Management System (ETMS) to ensure the right person goes to the right training at the right time. The MTC uses ETMS data and an MTC process to facilitate development of the Annual Installation Training Plan. The MTC will conduct an annual review of training requirements within 60 days of the upcoming financial year for the upcoming financial year. Funding limits will be determined by the Employee Development Manager (EDM) to assure best utilization of MTC efforts. The MTC, after completing their review, submits a recommendation to the EDM who will submit recommendations to the Commander or Executive Director for final approval. The recommendations of the MTC are made after careful review of each requirement to determine the importance of the request based on the following:

3.2.1 The impact on the Installations Corporate Strategic Objectives.

3.2.2 The impact on customer support.

3.2.3 The number of organizations affected.

3.3 Managers, supervisors, and employees have certain responsibilities in the identification of training needs.

3.3.1 **Managers** have the responsibility for carrying out the mission of the organization and identifying training needs that are new or anticipated to be required by either workload or mission changes.

3.3.2 **Supervisors** have responsibility to:

3.3.2.1 Use performance appraisals for determining training needs for their assigned employees and discuss performance objectives with them. Individual Development Plans (IDPs) are used as an additional source as appropriate. Review technology shifts, anticipate and identify actual mission, program, weapon, or system changes and consult with the Employee Development Manager/Human Resource Specialist (EDM/HRS) on identifying needs and the most economical and efficient sources of training. Those identified training objectives and requirements must then entered into the ETMS and validated by the supervisor. These requirements become the basis for the Annual Installation Training Plan (AITP).

3.3.2.2 Evaluate job performance following formal training, on-the-job training (OJT), and developmental assignments for effectiveness, and provide written evaluations to the EDM/HRS as required.

3.3.2.3 Ensure required documentation is prepared on the “automated” electronic DD Form 1556, Request, Authorization, Agreement, Certification of Training and Reimbursement, in ETMS when requesting training. If the course is not in ETMS, a request to build the course must be sent to DPEO, to the respective servicing ETMS Site Administrators.

3.3.2.4 Ensure employee is released to attending the training as scheduled. If the training is held onsite the student must be permitted to attend training without interruption unless an extreme emergency occurs.

3.3.2.5 Set-up and implement formal training requirements for such programs as worker-trainee, apprenticeship, DOP, and intern programs.

3.3.2.6 Follow merit procedures in selecting employees for training or developmental assignments that may serve to enhance promotional opportunities.

3.3.2.7 Mentor and inform subordinates on self-development opportunities. Encourage career development activities. For further information on mentoring see AFI 36-401.

3.3.3 **Employees** have the responsibility to:

3.3.3.1 Maintain the necessary-competence to do the job and help the organization meet its mission.

3.3.3.2 Participate in development activities that improve their performance.

3.3.3.3 Share knowledge gained from such training activities with co-workers and assist with training other employees.

3.3.3.4 Discuss training needs with supervisors and obtain approval before applying for training.

3.3.3.5 Assume responsibility for self-development accomplishments relevant to official duties and assure their personnel records reflect current training and development accomplishments.

3.3.3.6 When attending a training course, the individual is responsible to return to their work area if they are released from class with one hour or more remaining in their normal workday. If released with less than one hour of their normal workday remaining, the individual should use their own discretion as to whether to return to their work area or leave for the day.

4. **OBJECTIVES:** Air Force training and career development objectives are to improve operating efficiency through the development of employees, consistent with the employees needs, interests and capabilities, and to meet present and future mission requirements.

4.1 Objectives include:

4.1.1 Facilitate recruitment and retention.

4.1.2 Developing employees with high managerial potential.

4.1.3 Achieving and maintaining efficient performance.

4.1.5 Broadening employee skills, knowledge, and abilities.

4.1.6 Meeting the needs of the Air Force.

4.1.7 Encouraging employee self-development efforts.

4.1.8 Helping employees in achieving their highest potential.

4.1.8.1 Increasing the flexibility and mobility of the work force.

4.1.8.2 Identify the knowledge, skills, or abilities that relate directly to employee job requirements.

4.1.8.3 Develop the skills needed to cope with reorganization or changing technology, equipment, or missions.

4.1.8.4 Identify training to supplement self-development and to help employees in achieving their highest potential, consistent with the needs of the Air Force.

4.1.8.5 Identify training for scientists, engineers, and other professionals to keep them abreast of changes in "state-of-the-art" of their profession.

4.1.8.6 Identify training for employees who have demonstrated potential for assuming increased responsibilities in fulfilling future staffing needs.

4.1.8.7 Initiate training programs when there is a lack of qualified people.

5. **PLANNING FOR TRAINING NEEDS:** A plan for determining, documenting, and reporting employee training needs is required annually. To develop this plan information is extracted from the ETMS. The data extracted will be used to establish budgets, and validate the resources needed to support the identified needs. Our training and development programs are dependent on a thorough and conscientious determination of individual training needs. The source for determining base

training requirements, in all extraction of data, will be the individual training requirements entered and validated into ETMS by the management, supervisors and training monitors.

5.1 Extraction of ETMS Data Used to Support Training Requirements: Extraction of information used by the MTC will be obtained through ETMS annually. ETMS will be used to determine ALL requirements, for centrally managed training and development programs, locally funded training, on-base no cost training, and Air Force Career program requirements.

5.1.1 Extraction of ETMS Data to Support Centrally Managed Training: Information will be extracted from ETMS to identify training needs for those courses conducted by and for the Air Force and other DOD agencies that are Centrally Managed by HQ USAF, AFCPMS, AETC, AFIT, and other Air Force organizational units. Organizations will be notified when the extraction of information will be conducted. The final deadline will be at the discretion of and according to instructions of the Air Force or DOD activity controlling the funds.

5.1.2 Extraction of ETMS Data to Support Locally Funded Training: Information will be collected annually to identify locally funded training program requirements. Locally funded training includes training conducted by other government agencies or vendors. These requirements may include conferences, professional-level seminars whose primary purpose is training, college and university programs that improve an employee's job performance, and other mission related training. Training needs identified will provide the basis for development of the fiscal year training and financial plan.

No Cost Courses: Training requirements of 8 hours or greater, regardless of the source, must be identified and documented, i.e., in-house training

5.2 Responsibilities: The purposes of the information extracted from ETMS are to identify specific training requirements for all categories of training conducted during the subsequent fiscal year(s). Management officials, supervisors, and training monitors are responsible for identifying training requirements. Supervisors are responsible for ensuring training and development needs are and validated in ETMS as soon as the requirement is determined. O&M funded training is reviewed and evaluated by the MTC, approved by the OO-ALC commander or designated representative generally the Executive Director (OO-ALC/CD), and managerially controlled by the EDM.

5.2.1 DPEO: Will notify management 30 days prior to the date of any survey allowing for a complete review of their ETMS inputs.

5.2.2 Supervisors and Managers: Review work force factors for possible training needs stemming from such areas as new workloads, production problems, loss of skills through retirement and other attrition, high sick leave rates, individual career goals and programs, and individual growth potential for supervisory, managerial, or executive development. Supervisors are responsible for evaluation of training needs when changes occur in mission, technologies, equipment, and personnel. Training needs need to be identified on an individual basis to be effective. Identified individual training needs must be entered and validated in ETMS by the supervisor. The supervisor identifying the need is responsible for assigning the following initial priorities.

5.2.2.1 PRIORITY I - MISSION ACCOMPLISHMENT. Training that must be accomplished in the immediate training cycle to avoid an adverse mission effect.

5.2.2.2 PRIORITY II – MISSION SUSTAINMENT. Training required for systematic replacement of skilled employees through career management or other work force deployment programs. Deferment would have an adverse mission effect over an intermediate term.

5.2.2.3 PRIORITY III – MISSION ENHANCEMENT. Training designed to increase the efficiency and productivity of adequately performing employees. Deferment beyond the immediate training cycle would have little adverse mission effect, but would preclude or delay improving present mission accomplishment.

5.2.3 Training Hierarchical Code: Once a priority has been selected, the supervisor then must identify an appropriate hierarchical code. The hierarchical code describes the need and effect this training will have on the work center:

A – MANDATED BY PUBLIC LAW, EXECUTIVE ORDER, OR REGULATION - Work is at a standstill and cannot be accomplished until the training is conducted. In using this code, organizations are saying the training is mandatory for day-to-day mission accomplishment. The specific public law, executive order, or regulation must be identified.

B – DIRECTLY RELATED TO HEALTH OR SAFETY - Immediate impact; work will stop within 90 days. In using this code, organizations are saying the training is required to prevent injury to people doing specific tasks and or if not properly trained equipment or material could be destroyed or damaged.

C – RELATED TO MODERNIZATION AND/OR ACQUISITION OF WEAPONS SYSTEMS - Serious impact; work will stop within 120 days. In using this code, organizations are saying the training is required to upgrade the knowledge, skills, and abilities of people assigned to a new workload or changes new equipment or procedures.

D – WORKFORCE DYNAMICS – In using this code, organizations are saying the training is required to improve or update the knowledge, skills, and abilities of individuals who are currently doing the task. To plan for the orderly replacement of the people retiring or changing jobs.

5.2.4 Training Codes:

5.2.4.1 Initial Skills Training – In using this code, the supervisor is saying the individual requires the training to accomplish their assigned official duties. Without this training the person would not be able to complete assigned tasks.

5.2.4.2 Retraining – In using this code, the supervisor is saying the individual has been assigned tasks they would be unable to complete without the training.

5.2.4.3 Proficiency Training and Education – In using this code, the supervisor is saying the individual requires the training to improve the individual's proficiency or increase their education.

5.2.4.4 Specialized Skills Training – In using this code, the supervisor is saying the training is needed to increase specific knowledge, skills, or abilities required to complete assigned tasks.

5.2.4.5 Career Progression Training and Education – In using this code, the supervisor is saying the individual needs the training broaden their ability to advance in their career. This training is

required to provide the individual with knowledge, skills, or abilities desired to progress in a chosen career field.

5.2.4.6 Professional Development and Education – In using this code, the supervisor is saying the training is needed to provide the individual with specific knowledge, skills, or abilities required to improve the individual's ability when performing their assigned tasks.

5.2.4.7 Administrative Support - In using this code, the supervisor is saying the training is needed to provide the individual with necessary knowledge, skills, or abilities to meet the administrative support required by their organizational personnel and mission requirements.

5.2.5 Management Officials: Each organizational element is responsible for reviewing, and assuring correctness of training data input into the ETMS from which surveys will be taken prior to the date of the survey. This data must be interpreted and evaluated with the organization's mission, workload, personnel availability, special projects in mind to determine the most appropriate and economical means of resolving training needs.

5.2.6 Individual Development Plan (IDP): The most valuable resource of an organization is the identified workforce. The effectiveness of this work force to accomplish the mission is improved with training and development. The IDP provides management and employees the opportunity to identify training requirements to improve knowledge, skills, and abilities necessary to help employees achieve job requirements and career goals. The IDP is a plan for self-development of the employee through activities, formal classroom training, on-the-job training, and developmental work assignments. Preparation of the IDP is a joint responsibility between the employee and their supervisor. Approval by the appropriate level of management means that both the organizational and employee has developed training goals. The IDP may be developed at any time, but is a natural outgrowth of the performance appraisal process. The IDP is implemented and monitored within the organization. A template for IDPs is available through DPEO. Specific instructions for completing the IDP are provided in Attachment 8.

5.2.7 Formal Training Plan (FTP): The purpose of a Formal Training Plan (FTP) is to assist the supervisor in making sure the employee meets minimal knowledge, skill, and ability (KSA) requirements before promotion to the next higher grade as outlined in a Formal Training Agreement (FTA). An FTP is mandatory for the employee to successfully complete to be promoted. Individuals recruited for positions announced under a FTA are entitled to pay retention, if otherwise entitled.

5.2.7.1 Management Responsibilities:

5.2.7.1.1 Determines recruitment source in conjunction with DPCC.

5.2.7.1.2 If recruitment sources require an FTP management will:

5.2.7.1.3 Work with DPEO to build an approved FTP prior to submitting Request for Personnel Action (SF 52) to DPCC for a fill action

5.2.7.1.4 Establishes an FTA

5.2.7.1.5 Submit quarterly evaluations on in the form of a Training Progress Report to DPEO on the first day of each quarter

5.2.7.1.6 Submit a final evaluation/progress report to DPEO when a Request for Personnel Action (SF 52) is submitted for promotional purposes

5.2.7.1.7 Submit SF 52 to DPCC for promotion of employee at least three weeks prior to completion of the FTP

5.2.7.2 DPCC Responsibilities:

5.2.7.2.1 Determined FTP requirements for positions being filled

5.2.7.2.2. Assure approved FTP is in place for the position prior to processing fill action

5.2.7.2.3 Assure FTA is signed by both the supervisor and employee

5.2.7.2.4 Assure FTA is placed in the employees 201 file.

5.2.7.2.5 Contact DPEO when a SF 52 promotion action is received to assure completion of training

5.2.7.3 DPEO Responsibilities:

5.2.7.3.1 Monitor FTP through use of quarterly evaluation sent by supervisor.

5.2.7.3.2 Coordinate on the SF 52 to promote employees on a FTP.

5.2.7.4 **Problem Areas:** The determination of training needs, proper documentation, and planning continues to be a matter of concern. Although employees may recommend training or development activities, the supervisor or manager must weigh the employee's skills and abilities against mission requirements. Additionally, managers and supervisors must ensure appropriate consideration of training needs is given when reviewing survey data such as:

5.2.7.4.1 Employees projected for reduction-in-force (RIF) or major changes in the primary duties they are performing.

5.2.7.4.2 Employees with potential to assume higher level responsibilities, especially with employees serving in surplus skills, or employees with skills currently not being used.

5.2.7.4.3 Training needs identified in the EEO Affirmative Action Plan or established in Upward Mobility positions, trainee positions, and on individual development plans.

5.2.7.4.4 Training needs or deficiencies identified by management assistant teams or inspection teams. New training requirements established by functional area regulations.

5.2.7.4.5 Training needs not satisfied during the past and current fiscal years.

5.3 Budget:

5.3.1 Each fiscal year EDM examines the ETMS training requirements, as reviewed and recommended by the MTC, and the training dollars actually received. The EDM then allocate funds accordingly through the DPEO. Since only a small percentage of requested funds needed are received, it is not possible to fund all training.

5.3.2 All training requirements must be entered into, and validated in, ETMS. It is recognized that “**out-of-cycle**” needs do arise. In such cases, the request must be entered into ETMS, and validated. If the EDM determines a valid requirement exists and sufficient funds are not available with the present year’s allocation, a request for additional funding will be sent to HQ AFMC for additional mission-essential training funds. Submit an Out-of-Cycle Memo for priority 1 or 2 requests only, with a purpose code that reflects the need. Request should include:

5.3.2.1 Confirmation that the requirement has been entered into ETMS and validated.

5.3.2.2 Memo of Justification must be signed at Directorate or Two-Letter Level.

5.3.2.3 Explain the reason the training is required and why it cannot be delayed until next training cycle.

5.3.2.4 Explain why the needed training was not included in the AITP for the requested year of training.

5.3.2.5 Explain the impact on mission if training is not received within requested training period.

5.3.2.6 Identify an approved course of training of equal length and cost to be substituted for the requested course.

The Directorate will be notified of whether the Out-of-Cycle Request has been approved. If the request is not approved, justification as to why the request was disapproved will be provided. If the request is approved, an “automated” DD Form 1556 should be accomplished and forwarded through training channels as E&T Funded Request.

5.3.3 Occasionally local training funds might be needed to cover TDY costs for spaces in centrally managed training courses. DPEO receives notification of availability of spaces with the condition the receiving organization fund TDY costs. ETMS will be checked to identify which organizations have identified requirements for this class. DPEO then contacts the organizations that identified this training and offers them the spaces. The organization can choose to use administrative funds or request E&T Training Funds using the procedures in (2) above for out-of-cycle requests.

5.3.4 Vicinity Mileage Reimbursement for Travel to Training Within the “Local Commuting Area” – AFI 36-401 states in several locations “Reimbursement **will not be provided** for non-instructional costs to include, but not limited to, books, materials, examination fees, optional fees, parking, charges for personal services, or the cost of **vicinity travel**.”

5.4 Documentation of Training:

5.4.1 The DD Form 1556 “Request, Authorization, Agreement, Certification of Training and Reimbursement” will be used to authorize and record training of civilian employees receiving training:

5.4.1.2 In either government facilities or non-government facilities.

5.4.1.3 For attendance at formal OJT instruction, Contractor provided training, meetings, classes, conferences, symposiums, or seminars where the primary purpose is training, which exceed 8 hours in length and has no cost.

5.4.1.4 For attendance at formal OJT instruction, Contractor provided training, meetings, classes, conferences, symposiums, or seminars where the primary purpose is training for which a cost is required regardless of how many hours that event may be.

5.4.1.5 For Defense Management Education Training (DMET) courses.

5.4.2 The DD Form 1556 is a multipurpose form designed to reduce the need for a variety of forms associated with various training incidents. It may serve as any one of the following purposes:

5.4.2.1 Training request.

5.4.2.2 Approval and authorization for training.

5.4.2.3 Request and approval to attend professional meetings.

5.4.2.4 Registration and acceptance form.

5.4.2.5 Certification of authorized expenditures and availability of funds.

5.4.2.6 Authorize advance or reimbursement methods of payment.

5.4.2.7 Certify completion of training.

5.4.2.8 Record of training completion.

5.4.2.9 Evaluation of training received.

5.4.3 The DD Form 1556 is available as an electronic form and through ETMS as a “automated” form. For instructions — See Attachment 5

5.4.3.1 DD Form 1556 is the primary document to request training for:

5.4.3.1.1 All training of eight hours or greater or where costs are involved, regardless of the funding source. Whether the organization chooses to use administrative funds or E&T Funds, ALL funding must be included on the “automated” DD Forms 1556. The automated DD Forms 1556 “track” money used for training – They DO NOT obligate funds against GPC accounts or fund cites.

5.4.3.1.2 All Centrally Managed training.

5.4.3.2 Along with completing the other necessary items on the automated DD Form 1556, the Privacy Act Statement must be signed by the employee nominated to attend training (the page 4, Student Signature Form, is available in ETMS.) The training request cannot be processed without the individual’s signature/date signed. Training requests will be returned without action if page 4 and necessary backup are not provided.

5.4.3.3 AF Form 403, Instructions, and Impact Statement is shown in Attachment 6.

5.4.3.4 AF Form 1151, Training Attendance and Rating Record. This form is used to record daily attendance and student rating for courses conducted and administered at base level. Its use is

mandatory for in-house courses for all off-the-job training conducted or received during duty hours, eight hours or more in length. Official records of employees attending the course will be annotated with information derived from this form.

5.4.3.5 Training Progress Record:

5.4.3.5.1 This record or report can be an updated copy of the current Individual Training Plan (ITP) which is the Formal Training Plan (Excel Spread Sheet) or Evaluation Form or Training Progress Record.

5.4.3.5.2 This form is the primary means of evaluating the progress of employees enrolled in established developmental/training programs for which formal training plans have been developed. It serves to show the current status of an employee's training accomplishment. It can also identify deficiencies in either the trainee's progress of the developmental/training program.

5.4.3.5.3 **Required:** Unless otherwise directed by specific program requirements, the report will be completed as of the last day of each quarter (30 Mar, 30 Jun, 30 Sep, and 30 Dec) and submitted to DPEO regardless of the start date the employee entered into the program. This quarterly report is required during the entire period of the developmental/training program.

5.4.3.5.4 The quarterly training progress report is the responsibility of the supervisor to prepare and review with the employee then submit each quarter. Submission is usually sent through the organization training manager, or through a home office if so arranged.

5.4.3.5.5 Palace Acquire (PAQ) interns also submit progress reports. Their form is normally a special "Palace Acquire Program" Training Progress Report. The intern and the supervisor or current mentor or work leader complete the progress report. The intern is required to describe in writing elements of training completions and accomplishments. The progress report is sent to DPEO through the organization training manager or home office training person. DPEO will file the report after making two copies and forwarding one copy to the Ogden ALC PAQ office and one copy to Randolph AFB PAQ office. If a formal training plan is in place, which is required, a copy of the formal training plan (ITP) should also accompany the Training Progress Report. This provides a more accurate "snapshot" of the training progress of the intern.

5.5 Centrally Managed Quotas:

5.5.1 Spaces in Air Force and DOD Schools such as: Air Education and Training Command (AETC), Air Force Institute of Technology (AFIT), Defense Institute Security Assistant Management (DISAM), schools under Air University (AU), and other agency courses are given in the form of quotas. One quota equals one space. The number of quotas that Hill AFB may use in a given year is always limited to a specific number. A Training Line Number (TLN) identifies each quota allocated. Unfortunately, the number is never more than a fraction of the quotas requested. Everyone's commitment is required so that the limited number of spaces provided are used to the maximum.

5.5.2 Each quota given to Hill AFB is identified through ETMS as belonging to a particular person and the quota allocated to a specific individual for the dates identified on the quota. If the quota cannot be used as allocated, DPEO will contact command and request the quota be cancelled. DPEO can request consideration for a reallocation of the quota for another person but command has the option to select from the stand-by list or consider our request for the quota to be reallocated.

Consideration for a quota can only be requested for a training requirement has been identified and validated in ETMS. DPEO confirms the enrollment of the employee in class.

5.6 No-Shows:

5.6.1 When an employee is confirmed to attend a class but fails to attend, a **“no-show”** is charged to Hill AFB.

5.6.2 No-shows are charged when the quota is not used as allocated. Cancellations must be requested in a timely manner and management has confirmed “mission requirements” is not an acceptable reason to request cancellation. No-shows require a two-letter level memo explaining why the individual did not attend and what will be done to prevent another no-show.

5.6.3 No-shows waste training spaces: Equally important, no-shows reflect poorly on an organization's commitment to training. Major Command and schools alike are watchful of organizations with a high rate of no-shows, whether they are true no-shows or the result of late cancellations. Such organizations are likely to have their training funds and quotas reduced in the future.

NOTE: No-shows that are a result of an organization's negligence may result in the organization having to reimburse the lost funds from their local training allocations.

5.7 Cancellations:

5.7.1 Hopefully, the organization has conscientiously reviewed their training requirements in ETMS to ensure the requirements are valid and current. Just as out-of-cycle training needs occur, programmed training needs are sometimes no longer needed by the time a quota is allocated. If an organization no longer needs a quota, DPEO should be notified immediately. DPEO will then request cancellation of the quota. If the quota is returned in a timely manner, Hill AFB may later receive quotas that would not otherwise be offered.

5.7.2 After an employee has been confirmed by the organization to use a quota, requests for cancellation require a two-letter level memo explaining the situation and requesting cancellation. The organization remains accountable for the space until command approves the request. Requests should occur at least 30 days, and in some cases 45 days, before the class start date. It is imperative that we do not receive a **“no-show.”**

5.8 Out-Of-Cycle Training Request Procedures for Centrally Managed Courses: Training required to satisfy mission requirements or individual job performance not identified prior to command's deadline for extraction of centrally managed requirements can only be obtained by processing an out-of-cycle priority request to command through DPEO. All training requirements must be entered into, and validated in, ETMS. Submit an Out-of-Cycle Memo for priority 1 requests only. Memo of Justification must be signed at directorate or equivalent two-letter level and should include:

5.8.1 Confirmation that the requirement has been entered into ETMS and validated.

5.8.2 Confirmation that the organization will fund TDY costs if only a “unit funded” space is available.

5.8.3 Explain the reason the training is required and why it cannot be delayed until next training cycle.

5.8.4 Explain why the needed training was not included in ETMS prior to extraction of centrally managed requirements for the requested year of training.

5.8.5 Explain the impact on mission if training is not received within requested training period.

After command notifies DPEO of whether the Out-of-Cycle Request has been approved, the Directorate will be notified. If the request is disapproved by command, justification as to why the request was disapproved will be provided. If the request is approved BUT only a “unit funded” space is available, the organization will initiate the “automated” DD Form 1556 indicating unit funds will be used. If the space is approved and centrally funded, the organization should initiate an automated DD Form and zero the funds. Travel orders will be processed by DPEO following normal procedures for centrally managed courses.

5.9 Restrictions on Non-government Training: There are several limitations of training through non-government facilities if which supervisors need to be aware:

5.9.1 Minimum Continuous Service: To be eligible for training through non-government facilities, an employee must have at least one year of current, continuous civilian service in the government. This requirement may be waived if the head of the agency determines postponement of the training would be contrary to the public interest (See AFI 36-401).

5.9.2 Academic Degree Restrictions: Training in a non-government facility may not be provided:

5.9.2.1 For the sole purpose of providing an employee an academic degree to qualify for their current position or,

5.9.2.2 Solely for the purpose of obtaining an academic degree. This prohibition does not limit an organization's authority to assign employees to training in non-government facilities when the purpose of the training is to develop knowledge, skills, and abilities which will best qualify them to perform their official duties. If in the accomplishment of this training an employee receives an academic degree, this may be considered as merely an incidental byproduct of the training.

5.9.3 Training for Promotion: Government Employees Training Act (GETA) prohibits training in non-government facilities for the purpose of filling a position by promotion if there is another employee of equal ability and suitability who is fully qualified for the position and is available at or near where the duties are to be performed.

5.9.4 Continued Service Agreement (CSA): Before an employee is assigned to training in excess of 80 hours (81 or greater), they must agree in writing to continue with the agency for an appropriate time. Generally, the minimum period is three times the length of the training. The following are the new monetary thresholds established by HQ AFMC:

Threshold Costs	CSA Obligation Period
\$2,500 - \$9,999	1 Year
\$10,000 - \$14,999	18 Months
\$15,000 - \$19,999	2 Years
\$20,000 - \$24,999	30 Months
\$25,000 - \$39,999	3 Years
\$40,000 - \$59,999	4 Years
\$60,000 +	5 Years

5.9.5 Financial Assistance: Persons receiving tuition costs under the Veterans' Readjustment Act of 1966 are not eligible to receive financial assistance if it would result in dual payment.

6. RESOURCES UTILIZATION PLAN: Used to determine the availability of resources to support the base's training and development requirements:

6.1 Directed On-Base Training: The following training programs have been established to meet the requirements of USAF directed training. These training programs apply to all civilian employees assigned to Hill AFB, regardless of unit of assignment or command.

6.1.2 New Employee Orientation Program: AFI 36-401 requires all employees who are new to the Air Force, have been transferred from other Air Force activities, have been reassigned from other government agencies, or rehired to be scheduled for a group orientation not later than 90 days from the date of their employment.

6.1.2.1 The objectives of the program is to assist new employees in adjusting readily to their job environment, in acquiring positive attitudes, and in becoming familiar with the Air Force and the organization or unit to which they are assigned. The Initial Program consists of three phases: The orientation interview, job induction, and general or group orientation. The interview is conducted during the in-processing of the new employee. At this time the employee is given an Orientation Handbook that reinforces the information given during all phases of the program.

6.1.2.2 Job indoctrination is the orientation and training that the supervisor gives the newly assigned employee.

6.1.2.3 Group orientation is a general briefing given to new employees by DPEO. The briefings are conducted on a regular basis. Contact DPEO for details.

6.2.3 New Supervisors' Training: The Air force policy is to provide suitable initial training for all newly selected supervisors. This training will help bridge the gap between skills required at the working level and those required at the supervisory level. This training is mandatory for all new supervisors. Equivalent training may be substituted for the initial supervisory training and records annotated indicating equivalent credit has been given for the course. Initial training consists of the following:

6.2.3.1 USAF Supervisors; Course (OPR: DPEO).

6.2.3.2 USAF Civilian Personnel Management Course (OPR: DPEO).

6.2.3.3 Drug and Alcohol Seminar for Supervisors (OPR: SG)

6.2.4 **USAF Civilian Supervisors' Course.**

6.2.4.1 AFI 36-401 requires: First level supervisors to attend training within six months after assignment to a supervisory position. The USAF Supervisors' Course provides training for first level supervisors in leadership and management skills required in supervisory positions.

6.2.4.2 Supervisors will be notified in writing, as quotas become available, of the employees requiring training. Personnel selected to attend should be notified within adequate time to preclude their being late or absent. Employees selected for training should not be scheduled for work, leave, detail, TDY, etc., that would prevent attendance. Civilian supervisors will be scheduled by DPEO.

6.2.5 **USAF Civilian Personnel Management Course (CPMC).** AFI 36-401 requires: "All first level supervisors must complete the civilian personnel policies, practices, and procedures course within six months after assignment to a supervisory position." DPEO may provide first level supervisors with CPMC training either before or after completion of USAF Supervisors' Course. The unit Commander/Director will be notified if the supervisor fails to complete this mandatory training within six months of becoming a supervisor.

6.2.6 **DPEO Administered programs:**

6.2.6.1 Executive, Manager, and Supervisor development.

6.2.6.2 Air Force Career programs.

6.2.6.3 Base wide training surveys.

6.2.6.4 Centrally managed training requirements.

6.2.6.5 PEC 88751 locally funded training requirements.

6.3 **Locally Funded Training:**

6.3.1 **Operation and Maintenance (O&M):** Training identified during the annual training survey will be supported by funds assigned to DPEO in support of training recommended by the MTC and approved by the Corporate Board.

6.3.2 **Depot Maintenance Activity Group (DMAG):** Training requirements identified during the annual training survey will be supported by DMAG training funds for those employees paid from such funds.

6.3.3 Use of AF Form 9, Purchase Request. There are two occasions when training requirements may not be satisfied using the DD Form 1556. AF Form 9 will be required when the course materials are developed for USAF and all rights (proprietary rights) belong to USAF. AF Form 9 is used when

obtaining training materials to support Base Learning Centers or for obtaining reference materials or tools to support reoccurring training courses.

6.4 Civilian Tuition Assistance Program (CTAP):

6.4.1 The Civilian Tuition Assistance Policy. This policy applies to all educational assistance using Air Force funds to pay tuition, laboratory and other instructional fees. Unlike training that is identified by management, this policy applies to courses that employees desire to attend for their self-development at accredited institutions of their choice on a voluntary basis, regardless of funding source.

6.4.2 Eligibility. Tuition assistance (TA) is available to all appropriated fund employees. This policy does not apply to employees covered by AFI 36-602, *Civilian Intern Programs*. This policy does not apply to training and education mandated by law, regulation or agency requirements.

6.4.3 Tuition Assistance for the Acquisition Workforce. Funding assistance for education under DAWIA is provided up to 100 percent based on PEC 84753 funds availability. Refer to the availability of funds to support the acquisition community pertaining to education and training described in AFR 36-401, paragraph 1.4. Funding does not cover examination fees, optional fees, parking, charges for personal services or the costs of vicinity travel.

6.4.4 Requirements.

6.4.4.1 TA is designed to benefit the Air Force mission by providing tuition assistance for mission-related courses at schools that have been recognized by the Department of Education as being regionalized, nationalized, or having special accreditation. This does not include institutions that are recognized by a regional accrediting association as having reached candidacy status.

6.4.4.2 TA *is not provided*, in whole or in part, for courses for which the employee is receiving other federal or state tuition subsidies such as Veterans Administration educational benefits, scholarships or grants, etc.

6.4.4.3 Courses are taken on a voluntary, off-duty basis. ***Courses taken during duty hours are subject to applicable regulations, local governing provisions, and approval by the employee's supervisor.***

6.4.4.4 TA may not exceed the rate of 75% of tuition costs not to exceed \$187.50 per semester hour or \$124.50 per quarter hour and will be limited to \$3,500 per fiscal year. TA will not be provided for non-instructional costs to include, but not limited to, books, materials, examination fees, optional fees, parking, charges for personal services or the costs of vicinity travel.

6.4.4.5 TA will not be provided for courses at the post-master's level or at a level lower or equal to a degree already attained, unless directly job-related.

6.4.4.6 Employees who fail to successfully complete each course will reimburse the Air Force for all TA costs (excluding salary) associated with each course. Successful completion requires a grade of "D" or better for undergraduate courses, a grade of "C" or better for graduate and above courses, and "satisfactory" for courses which have no letter grade. The final training approval authority may waive this requirement in whole, or in part, for unanticipated health reasons, TDY, PCS, or change in work

schedule, emergency leave, or hospitalization of a length that precludes course completion or based on acceptable justification.

6.4.4.7 TA requests must be documented on a DD Form 1556 or DOD Civilian Employee Air Force Tuition Assistance Form or other approved authorization form and approved by the respective funds approval authority and the EDM/S **prior to course start date**. The DD Form 1556 must be received in the DPEO office at least **10 days prior to the registration start date**, NOT the class start date. Employee TA agreements should be documented. The attached sample agreement may be reproduced by the EDM/HRS for this purpose. Records will be maintained in accordance with administrative filing guidance. Data will be maintained by servicing Training Offices for respective employees for program assessment and reporting purposes

6.4.4.8 Servicing Training Offices will ensure documentation of locally funded course completion in employees records.

6.4.4.9 If sufficient funds are not allocated to cover TA requirements identified in respective PEC 88751 financial plans or available from other supplemental sources, the servicing Training Offices may limit the number of courses per employee or establish a lower standard annual rate based on the total number of employees who have identified TA requirements and funds available.

NOTE 1: Tuition assistance is very limited and will be allocated on a first come first serve basis. Local guidelines established for Hill AFB has been determined to be **not more than one course per fiscal quarter (October through December – One, January through March - One, April through June – One, and July through September – One)**.

NOTE 2: Personnel registered in the Air Force Wide career programs may be eligible for additional tuition assistance. Amounts of assistance may vary depending on the program the individual is enrolled in. Check with your DPEO career program representative for current information.

NOTE 3: The Air Force Wide career programs have lifetime limits to the amount an employee can receive for tuition assistance. The limits are \$6,000 per registrant for undergraduate studies, \$8,000 for graduate studies, and \$20,000 for infrequently required Ph.D. programs. Reference: AFMAN 36-606 (*LTFT* Long-Term Full-Time (*LTFT*) is not effect by the lifetime limits).

NOTE 4: People who are career program registrants applying for base funded tuition assistance must include with their DD Form 1556 a summary showing the total amount of money they have received from the Air Force Wide career programs. Failure to identify the total amount received could cause the employee to exceed the career program lifetime limit. Employees exceeding the lifetime career program limit could be required to repay any tuition assistance they receive above the lifetime limit.

NOTE 5: The source for education can be changed or denied if it is determined that a more cost-effective equivalent is available. The decision to change the source of the training will only be made after a discussion with the requesting supervisor. The Chief of DPEO has the authority to deny any training deemed not cost effective or not in the best interest of the Air Force.

NOTE 6: DD Form 1556's for Tuition Assistance will immediately returned without action if they are:

- 1) Incomplete
- 2) Lack funding
- 3) Are not received at least 10 days prior to registration start date

6.5 Self-Development Training:

6.5.1 Within the Air Force, employees are encouraged to use agency resources that are appropriate for self-study, such as the Base Library, Internet or correspondence courses directly related to their occupational fields. Our geographic location offers ample opportunity for self-development in a number of colleges and universities that conduct well-rounded evening programs, with a minimum of cost to the individual.

6.5.2 Self-development is not necessarily limited to attendance at formal training programs, but may also consist of participation in community activities where speaking ability or human relation's experience broadens one's outlook. **Self-development is the responsibility of each employee.** Management should recognize employee interest and support the efforts to improve abilities and skills through self-development when possible. **Supervisors are encouraged to support and assist employee self-development efforts.**

6.6 **Special Programs** are addressed in detail in Attachment 4 and include; Long-Term, Full-Time (LTFT), Executive and Middle Management Development, Career Development, Cooperative Work-Study (COOP), Development Opportunity Program (DOP) and Veterans' Readjustment Act (VRA).

7. **CENTRALLY MANAGED TRAINING.** Nomination requirements are discussed in detail in Attachment 7 for courses managed by Air Education and Training Command (AETC), Air Force Armed Forces Colleges, LEGIS Fellows Program, Competitive Long-Term Full-Time (LTFT), and Interagency Courses.

8. **AFFIRMATIVE ACTION OBJECTIVES:**

8.1 Managers and supervisors must be aware of the techniques needed to foster a positive Equal Employment Opportunity (EEO) environment. Officials must do the following when competitive selection for training is conducted:

8.1.2 Understand the legal basis for, and the background of, the EEO and Affirmative Action concept and possible ramifications if not properly administered.

8.1.3 Use management techniques that will effectively promote regulatory compliance.

8.1.4 Identify those elements necessary to implement a fair and effective Affirmative Action Program.

8.1.5 Establish and promote managerial practices supportive of these objectives.

8.1.6 Identify and correct managerial practices that could lead to complaints of discrimination.

8.2 Provide training that will enable managers and supervisors to be able to deal effectively with and to repel occurrences of sexual harassment in the work place as a form of sexual discrimination.

8.3 To ensure that managers and supervisors consider reasonable accommodation for handicapped employees when identifying training programs and sources.

9. APPLICATION OF THE ANNUAL INSTALLATION TRAINING PLAN (AITP):

9.1 DPEO will produce the AITP based on the recommendations of the MTC and EDM after the review of installation wide training requirements taken from the ETMS. The original will be given to the EDM and a copy kept by the DPEO. AITP preparation will be in accordance with AFI 36-401 Attachment 8.

9.2 DPEO will implement those portions of the plan approved by the commander up to the limits necessitated by the annual budget allowance in accordance with the priorities set by the MTC, EDM, and commander.

9.3. All organizations will be provided with their respective portion of the plan for use in monitoring needs, completions, and attainment of any affirmative action training goals.

9.4 DPEO will report any changes to the AITP directly to the EDM for approval and adaptation. For example if a training requirement is cancelled DPEO will submit that change to the EDM who will re-allocate that money to other training needs in accordance with AFI 36-401.

9.5 DPEO will submit a monthly update to the EDM on training expenditures from the AITP to the EDM for review and any possible action necessary.

9.6 Each unit/organization desiring to maintain a record of their training utilization can do so through the ETMS system.

9.7 End of year financial close out of the AITP budget will be conducted by the DPEO and sent to the EDM for approval.

10. EVALUATING PROGRAM EFFECTIVENESS. In an effort to select and enhance the best possible training employees, supervisors, managers and DPEO must evaluate training continually. The Air Force requires a "bottom line" assessment of training with dollars saved, time saved, or better utilization of resources. Both short and long-term effects of training programs are evaluated in the following manner:

10.1 A developed critique will be periodically provided to participants who attend formal training courses conducted on-site for training over four hours in length. The agency/organization establishing/utilizing the training will administer the critiques to at least 33% of there on base training activities. These critiques can be locally developed when used for courses conducted at Hill AFB. A standard critique format can be obtained by calling your representative in DPEO. The purpose of a critique is to determine if objectives were achieved and to identify any particular strengths or weaknesses in the course. These critiques must be forwarded to DPEO within 14 working days of the course for a DPEO evaluation. DPEO will make a quarterly summary of all evaluations, with specific data on individual training providers, and their recommendations for actions to be taken, which they will send to the EDM. Results of this survey my have direct bearing on selection of training resources.

10.2 Courses over 80 hours in length may require the submission of an evaluation. When required, a locally developed form will be forwarded by DPEO between 60 and 90 days after training has been completed. Supervisors are encouraged to specify whether noticeable improvement in performance knowledge, attitude, etc., has resulted from the training, and compare current performance with

performance prior to attending the training. Supervisors will return the form to DPEO within 7 working days of its receipt.

10.3 During visits with managers, supervisors and employees, DPEO staff members will be evaluating the planning and programming of training. Supervisors will be specifically requested to advise DPEO of any training programs that seem to have fallen short of their required objectives, as well as those which have met the objectives in an effective manner.

11. SCHEDULE OF TRAINING:

11.1. Keep in mind that if training has any cost involvement, including TDY funding, organizations cannot schedule or commit to the training. **Only DPEO has the power to obligate government funds for training purposes, regardless of the source of funding.** If training is over 8 hours, or has a cost attached, it cannot be scheduled without DPEO approval and action. Violations of this procedure will be investigated under the Anti-deficiency act. All training over 8 hours in length, or that requires cost regardless of length, must be received by DPEO on an ETMS automated DD Form 1556 at least 10 days prior to the training date.

11.2 The schedules for in-house training are the responsibility of the organization conducting the training. The schedules will include times, dates, place, and quotas for each organization.

12. REIMBURSEMENT FOR TRAINING NOT SATISFACTORILY COMPLETED:

12.1 An employee who enrolls in a course of instruction (including correspondence courses) may have to reimburse the government for the costs paid by the government; in the event the employee withdraws or fails the course.

12.2 In the event reimbursement is required, payment may be made by either cash or personal check payable to AFO/FMFM Hill AFB, UT 84056. Payment should be accomplished at the Civilian Training Office (DPEO), Building 1279. Should an employee become delinquent in making the payment, steps will be taken to have the money owed taken from their salary.

12.3 If an employee believes an error has been made or extenuating circumstances are present, they may contact the Chief of DPEO for an evaluation.

Attachment 1 – Identifying Training Needs – Supervisors

A1.1 Need Situations:

A1.1.1 Identifying training needs is not difficult, but it does require careful scrutiny of the occupational training requirements, personnel, production, and raw materials. The following partial list contains indicators for training or development needs:

A1.1.1.1 Trainees or RIF Placements or New Employees.

A1.1.1.2 Career Program and Career Enhancement Plans.

A1.1.1.3 New Supervisors.

A1.1.1.4 Performance Problems.

A1.1.1.5 Production Problems or Safety Problems.

A1.1.1.6 New Technology or New Equipment.

A1.1.1.7 Mission Changes.

A1.1.1.8 Continuing Education Requirements.

A1.1.1.9 EEO Compliance.

A1.1.1.10 Regulatory Requirements for Training.

A1.1.1.11 Command Directed Training.

A1.1.1.12 Retirements or Reassignments.

A1.1.1.13 Deficiencies Reported by the IG.

A1.1.1.14 Labor Union Complaints.

A1.1.1.15 Manpower and Budget Cuts or Increases.

A1.1.1.16 Employees' Requests for Training.

A1.1.2 Some of the deficiency and/or problems in the above list could be traced to other causes, such as low morale or lack of motivation, poor equipment or working conditions, poor organization of jobs, etc. Primarily, a training need exists when employees are called upon to do work they have not done before, or when they are not proficient in their current position.

A1.2 Planning for Future Training Needs.

A1.2.1 It is important for supervisors and managers to plan the future training needs of their organizations. If an office or organization will be acquiring new responsibilities, technology, or

equipment, Doctors, nurses, scientists, or engineers, their knowledge will have to be kept current through continuing education.

A1.2.2 If any of your personnel will be leaving due to retirement, etc you may have to train current or newly hired employees to take their places. If you have any employees on training plans or with Career Enhancement Plans (CEP), their projected training must include future needs. The ideal time for preparing CEPs is during quarterly appraisal reviews or at the annual appraisal time.

A1.2.3 At the top of your list of training needs must be training required by regulation, such as that for new first level-supervisors or for employees in positions having potential direct impact on life or property.

A1.3 Knowledge, Skills, and Abilities (KSA) Analysis:

A1.3.1 While planning for future training needs, you should examine your shop or office for possibly hidden training requirements. Look for deficiencies such as, a problem in production or in the performance of an employee. This could reflect an inability caused possibly by a lack of skill or knowledge.

A1.3.2 You determine what training might be needed for a particular employee on a specific job, your best tool is a Knowledge, Skills, and Abilities (KSA) analysis. A KSA analysis starts with a list of all the tasks performed as part of the job. A task is a specific piece of work and should be described as such. Rather than “know mathematics”, a task should be described as “perform calculations”. Or instead of “understanding wiring”, the task should read “wire fluorescent light fixtures”.

A1.3.3 After listing the tasks, observe and question the employee to find out if they have the skills and knowledge at the level necessary to perform that task. A skill is needed for a physical task, knowledge is needed for a mental task, but both are specific and often quantifiable. An employee could have some of the required knowledge or skills but not have enough to perform at the required level of proficiency.

A1.3.4 Many supervisors next prepare a Training Chart that lists all the tasks performed in the shop or office and all the employees undergoing training. The chart should provide places to mark the proficiency of each employee in each task. The chart then can show you at a glance where training needs are for your activity. It can also be used to list the projected dates of training, especially on-the-job training, and to check off fulfilled needs.

A1.4. Assistance in Identifying Needs. To develop a complete picture of the activity’s training needs, a supervisor should use the particular occupational training template covering the occupations supervised. The Occupational Training Manager (OTM) may also provide information concerning particular training requirements. The managers of your organization, Base Plans and Operations, and Civilian Personnel can all provide data or anticipated changes that could effect your activity. The IG and your quality control office can provide advice about production problems that may be related to training. Your servicing Human Resource Specialist (HRS) can assist you in locating sources of training, and explaining the process for requesting identified training. Finally, employees are valuable sources in determining information concerning their own training.

A1.5 Training Sources: When you have identified the training needs of your activity, the next step is to pinpoint sources of training to meet those needs. Unfortunately, when we hear the word

“training”, we immediately think “classroom” and often “TDY”. We tend to forget that the most important sources of training is at the work site, on-the-job training.

A1.5.1 On-the-Job Training (OJT)

A1.5.1.1 On-the-job training can be as casual as giving a few pointers to an employee such as time tables, and specified how-to-instruction. It can include directing employees to the appropriate regulations, manuals, operating instructions, or technical orders. If your organization has several new employees, an in-house training class instructed by supervisors or experienced specialist, is an efficient and effective method of OJT. OJT can also be detailed, such as those assignments that are used in Formal Training Plans.

A1.5.1.2 Also under the heading of OJT are rotational assignments. In this you have an employee work outside their present assignment, perhaps on duties to be assigned to your area in the future. However, any OJT must not be confused with “letting them pick it up as they go along”. OJT is training, which means it has structure, with one person giving instruction, guidance, or assistance to another. It's not letting the new worker figure out alone what they should be learning. Training must be planned and orderly, not a haphazard jumble of new information thrown at an unprepared employee.

A1.5.2. Government –Sponsored Training.

A1.5.2.1 If your employees need to acquire skills and knowledge that cannot be taught by anyone in your organization, there are many sources for formal classroom training. Federal regulations direct supervisors and managers to consider and select training from government sources over non-government sources, when the two are comparable in availability, cost, and quality. The major government sources available to us are Air Force and DOD schools such as: Air Education and Training Command (AETC), Air Force Institute of Technology (AFIT), Defense Institute of Security Assistance Management (DISAM), and courses managed by Air University (AU). State and local governments offer training courses federal employees may attend, especially police, paramedics and fire departments.

A1.5.2.2 It is important you enter into ETMS your organization's requested courses, especially Centrally Managed courses. Air Force and DOD Schools establish classes and make quota allocations to the command (and the commands to the bases) based on requirements identified in ETMS. The Air Force considers the requirements in making budget allocation to Air Force and DOD Schools and to other commands, which can affect our locally funded training.

A1.5.2.3 A source sometimes overlooked is Hill AFB itself. Organizations holding in-house training for their employees will often make space available to employees of other activities. As part of their mission, some organizations conduct training for all base employees. TIU offers clerical, logistics, technical, and computer training. DPEO conducts orientation for new employees, and provides management training for supervisors. The Medical Group/Education and Training conducts training in human relations and alcohol and drug abuse prevention. The Safety Office provides various types of safety training. Information about in-house training classes is available in ETMS. Specific information may be requested from the organization conducting the training.

A1.5.2.4 Nominations for Long-Term Full-Time (LTFT) education programs such as AFIT, civilian colleges and universities should be identified in ETMS. Preparation of nomination packages, in

advance, will ease the burden of meeting short suspense requests levied at all levels. Contact DPEO for details regarding nomination package requirements.

A1.5.3 Non-Government Training

A1.5.3.1 When government training is not available or applicable to your needs, other sources may be considered. Factories, hospitals, and trade/technical schools can provide training in specific skills. When new equipment is purchased, training should be arranged as part of the purchase contract. (This action must be reported to and coordinated with DPEO.)

A1.5.3.2 Often local technical trade school, colleges, and universities can provide general and specific knowledge required by administrative, technical, and clerical employees.

A1.5.4 Self-Development

A1.5.4.1 Not all training needs can or should be met through government-funded training. Employees should pursue some training and education on their own, especially that which will prepare them for promotion or a career change. A mission related, self-development tuition assistance program is available for courses related to official organizational mission requirements. Such courses are eligible for 75% of the tuition cost as defined in the handbook. (Only one class per quarter or semester can be approved per employee.)

A1.5.4.2 The Air Force offers self-development help through the no-cost Extension Course Information (ECI) correspondence course program. The Graduate School, United States Department of Agriculture Management (USDA) has several low-cost correspondence courses under the National Independent Study Center. Supervisors should encourage employees to pursue self-development by stressing its importance to the employee's career.

A1.5.5 **Other Sources.** Organizations with training managers/monitors or coordinators are familiar with other kinds of training frequently requested by the organization's supervisors. Trade publications might list seminars and training courses that will meet your training needs. The Internet is another excellent resource for training research.

A1.6 **Supervisor's Responsibility to Ensure Attendance.** Training spaces are not easy to obtain. When you do receive a space and an automated DD Form 1556 has been electronically signed/approved, it is critical you as the supervisor realize you guarantee the employee will be available to attend the class. Subsequent substitutions or cancellations should only occur in emergency situations. Once the employee is confirmed in a class, other duties and activities need to be scheduled around the employee's attendance at training not vice versa. For information on no-show requirements, see paragraph 5I of the basic guide.

A1.7 **Assistance.** Contact your servicing HRS or organizational training manager/monitor if you need further assistance in understanding the training process.

Attachment 2 – Identifying Training Needs – Managers

A2.1 Organizational Review

A2.1.1 Higher level management has the responsibility of overseeing training activities in their organization. Managers can assist first-level supervisors in identifying training needs because of the manager's unique perspective of the organization.

A2.1.2 Managers are in a better position than supervisors to know about such future organizational changes as:

A2.1.2.1 Major New Equipment Purchases.

A2.1.2.2 Reorganizations.

A2.1.2.3 A General Move to Restructure Vacant Positions to Trainee Positions.

A2.1.2.4 Manpower Cuts or Increases.

A2.1.2.5 Hiring/Promotion of New First-Level Supervisors.

A2.1.2.6 EEO Goals.

A2.1.2.7 Interoffice Problems.

A2.1.3 The Civilian Personnel Office, the Manpower Management Office, and other staff offices are available to assist managers in conducting organization reviews.

A2.2 Annual Training Needs Identification

A2.2.1 Managers must ensure the training requirements identified by their supervisors are entered into ETMS and are representative of organizational needs and support mission requirements/ goals.

A2.2.2 The Directorate Chief, Division Chief, or tenant Commander has the authority to approve or disapprove any survey submission, and has the responsibility of prioritizing and ranking all training requirements. Due to their overall vision of mission requirements these leaders should carefully consider if they want to delegate this task to others. If they do delegate the actual task of reviewing the requirement, it is important they retain final approval of the ranked list.

A2.2.3 Commanders and or Directors are urged to make full use of their organization's training manager/monitor. Unit training managers are the central point through in which all surveys and other training requests pass ensures consistency and efficiency in processing unit-training requirements. The training managers/monitors also become very knowledgeable of the training sources to meet organizational requirements.

A2.3 Use of the DD Form 1556 (See the guide in Attachment 5).

A2.3.1 The AF has designated the DD Form 1556 must be used to authorize training of civilian employees, including direct and indirect costs, for both government and non-government providers,

and for attendance at meetings. It must be used for all formal training of 8 hours or more and all other training regardless of length, if costs are involved. Even though a requirement has been identified in ETMS and ranked above the budget cutoff of the MTC process, an “automated” DD Form 1556 **must be received in DPEO NLT 10 work days prior to class start date**. The training manager/monitor or individual supervisor has the responsibility of keeping track of approaching class dates and initiating and submitting an “automated” DD Form 1556. **ALL “unit funded” or “E&T funded” training, regardless of the source of funding, must be requested using the “automated” form. ETMS tracks funding BUT does not obligate funds. When an organization uses their funds and forwards the form with zeros, the form will be returned for entry of the estimated costs.**

A2.3.2 Individual must sign and date Block 39 (Training Agreement/Certification – Page 4 of the electronic form) before the DD Form 1556 training request can be processed. Using the automated form does not negate the requirement to complete and submit page 4 and a copy of the brochure or source information including a brief description of course content.

A2.4 Approval of Training Requests.

A2.4.1 Approval authority for all training requests on DD Forms 1556 rests with the Directorate Chief, Deputy Chief, or tenant Commander. **Any delegation of this authority must be in writing and coordinated with the Chief of DPEO.**

A2.5 **Assistance.** If assistance or guidance is needed in identifying training needs, contact your servicing HRS, OTM, or organizational training manager/monitor.

Attachment 3 – Role of the Training Managers/Monitors

A3.1 Training Manager/Monitor: Every organization should have a Training Manager/Monitor. In larger organizations with ongoing in-house training programs, the training manager may also be the training program manager for the organization. Generally, the training manager's job is performed as an additional duty. The role of the manager is to serve as the organizational focal point, or clearinghouse, for training requests to ensure consistency and to perform those functions described in the following paragraphs.

A3.2 Preparing for the Annual Identification of Training Requirements: Each year, DPEO will contact training managers as dates are set by the ETMS System Managers for the Annual identification of Training Requirements for the coming year.

A3.3 Procedures for Extracting Information to Compile Annual Installation Training Plan (AITP): Information to compile the AITP will be taken from ETMS entries. DPEO will notify management, through the training monitors, 30 days prior to the date of any survey allowing for a complete review of their ETMS inputs. DPEO will then extract training requirements by category using the information entered into ETMS.

A3.4 Career Enhancement Plans (CEP): The training manager/monitor acts as the organizational focal point for the annual CEP updates. Annually each Air Force Career program requires registrants to submit a CEP identifying their training requirements to DPEO.

A3.5 Processing the DD Form 1556.

A3.5.1 The training manager/monitor reviews or builds all automated DD Forms 1556 submitted by the organization to check for completeness, accuracy, and compliance with directions. Please make sure vendor contact information (including phone and fax number) is contained in Block 18a & 18b. Upon completion and verification of the form, they will approve and route to the servicing HRS or Authorizing Official (or designated representative) for final approval.

A3.5.2 When E&T funds are used, registration will be completed by DPEO. When the organization is using funds other than E&T funds, the training manager/monitor will be informed by DPEO through the means of an e-mail notification that the automated form has been received and approved. The organization should determine a contact for providing the vendor with credit card information and notifying the cardholder the registration has been completed. DPEO must be sent verification of registration to be included in the training folder. Registration approval must be kept on file with the cardholder for IMPAC card audit purposes.

A3.5.3. Organizations are responsible for submitting the automated DD Form 1556 **at least 10 work days before the class start date for locally funded classes.** For centrally managed requirements identified in ETMS, the DD Form 1556 is only submitted after the HRS working that particular program requests the organization to do. DPEO will notify your organization when a centrally managed quota has been received from AETC, AFIT, DISAM, AU or other Federal agencies.

A3.6 Management of Training. Depending upon the organization, the training manager/monitor is responsible for all in-house training used by the organization.

A3.7 Relationship with the Training Office (DPEO).

A3.7.1 In no case, is it intended the training manager/monitor replace or perform the functions of the HRS. The role of the manager/monitor is to coordinate the training in the organization of assignment and to serve the chief of the organization by ensuring consistency in the administrative processing of training requests.

A3.7.2 The HRSs in DPEO are consultants to managers, supervisors, and employees. They are available to assist each in identifying and meeting training needs.

A3.8 Assistance. If you require assistance or guidance contact your servicing EDS or your organizational training manager/monitor.

Attachment 4 – Special Training Programs.

A4.1 Long-Term/Full-Time Training (LTFT):

A4.1.1 Program Definition. Long-Term/Full-Time Training is defined as full-time, in-residence, off-the-job training consisting of more than 120 consecutive duty days and accomplished either in government or non-government facilities. It is used when:

A4.1.1.1 The knowledge and skills to be gained require a comprehensive study program that can't be completed by a series of unconnected short-term courses.

A4.1.1.2 The time span for acquiring the knowledge and skill is such that a concentrated long-term program is most appropriate.

A4.1.1.3 The knowledge and skill are unique, complex, or so new that they can't be readily gained on a short-term basis.

A4.1.2 Program Categories. Generally, LTFT programs available to Hill AFB employees can be divided into three main categories. Some examples are shown below:

A4.1.2.1 Professional Education

A4.1.2.1.1 Armed Forces Colleges.

A4.1.2.1.2 Air Command and Staff College (ACSC).

A4.1.2.1.3 Industrial College of the Armed Forces (ICAF).

A4.1.2.1.4 National War College (NWC).

A4.1.2.1.5 Armed Forces Staff College.

A4.1.2.1.6 Air War College (AWC).

A4.1.2.1.7 Federal Executive Institute.

A4.1.2.2 Graduate Training Programs.

A4.1.2.2.1 Graduate Logistics Management (AFIT/LS).

A4.1.2.2.2 Graduate Logistics Management (Civilian Colleges).

A4.1.2.2.3 Graduate Engineering and Science (AFIT-School of Engineering).

A4.1.2.2.4 Local Universities (Part-Time Non-duty Hours)

A4.1.2.3 Rotational Assignments for Development of Key Personnel.

A4.1.3 General Selection Criteria. All selections for long-term training, whether government or non-government, are based on:

A4.1.3.1 The relevance of the training to an individual's current position or projected future assignment.

A4.1.3.2 The relevance of the training identified in approved Cap's.

A4.1.3.3 The timing of the long-term training assignment in relation to candidate's work experience and management's assessment of career potential.

A4.1.3.4 Evidence of the candidate's ability and desire to undertake and successfully complete a comprehensive long-term training program.

A4.1.3.5 The candidate's commitment to the Air Force and to the Federal Service.

A4.1.3.6 Merit principles providing equal opportunity to all eligible employees.

A4.1.3.7 Management's commitment to use the knowledge and skills gained by the employee.

A4.2 Career Development Programs. Career programs are designed to encourage and manage development of personnel in their careers and to reach their fullest potential to meet the mission needs of the Air Force. Part of this development is accomplished through training. An Individual Development Plan is used to identify the training, education, and work experiences considered desirable for advancement. Training should be scheduled at times and in relationship to career goals of the employee. For instance, training related to a position projected three years away should be scheduled for that time frame and not in the current position. This master development plan should be updated annually because the current year requirements become out-dated and in some cases the out-year requirements need to be slipped or changed.

A4.3 Air Force-Wide Career Programs: Air Force career programs are used to identify and develop civilian personnel with exceptional potential and performance, to progress to key management positions. The goal of civilian career management is to develop employees with strong professional, technical, managerial, and administrative skills to satisfy current and future Air Force mission needs.

Note: The Air Force Civilian Personnel Center (AFCPMC), Randolph AFB, Texas manages the Air Force-Wide career programs. Individual career programs, which are headed by functional specialist, are organized under the Career Management Division, AFCPMC/DPCM, whose Chief reports directly to the Deputy Director of Personnel Management, HQ USAF. In addition, the senior AF functional chief for the particular function chairs each career program policy council. The council's membership is made up of top functional personnel from HQ USAF and Major Commands. The policy council determines the needs of the career group within the regulatory policies and guidelines set by HQ USAF/DPC and the Office of Personnel Management (OPM). Policy councils determine the objectives and policies for their specific career programs. This arrangement sometimes results in inconsistencies between career programs; however, this is necessary since it allows each career program to meet the unique needs of its functional area.

A4.4 Cooperative Work-Study Programs (COOP). The cooperative work-study programs are planned to provide an additional input source for positions where there is a shortage of qualified candidates. You should contact the Civilian Personnel Office for assistance and guidance in establishing and conducting a program. You are required to develop a training course outline in accordance with DPEO instruction and submit training evaluations to DPEO on each employee.

A4.5 Development Opportunity Program (DOP). This program was developed in compliance with the Equal Employment Opportunity Act of 1972. The program establishes the requirement for agencies to provide comprehensive and coordinated staffing initiatives, training, and educational programs necessary to develop the skills, knowledge, and abilities of effected employees. Employees with potential, who lack qualifications, can be assisted in becoming qualified through mission supportive developmental job experience and job-related training and education for current or projected transition positions. Successful matching of person to position requires planning to ensure a results-oriented effort. Objectives of the plan will be geared to mission and organizational requirements:

A4.5.1 To provide lower graded participants an opportunity to enter transition positions through planned on-the-job (OJT) and/or formal training.

A4.5.2 To expedite placement of participants into occupations with career advancement ladders.

A4.5.3 To identify and develop career ladders to support the development (upward mobility) of trainees.

A4.5.4 To provide means whereby the capabilities of participants are increased to the fullest extent possible according to mission requirements.

A4.5.5 To assist participants in developing their full potential.

A4.5.6 To motivate participants to sustain a climate of high morale.

A4.5.7 To ensure a broad base of qualified employees to fill vacancies from within the current work force.

A4.5.8 To establish a budgeting process for training expenditures.

A4.5.9 To provide developmental opportunities through job restructuring. Once the training is selected, a training plan will be developed, coordinated through DPEO, and reported on a quarterly basis using an OO-ALC Form 506. The HRS responsible for this program is available in DPEO to provide assistance.

A4.6 Veterans Readjustment Act Training Program (VRA).

A4.6.1 The Veterans Readjustment Act allows the direct hire of certain veterans. Veterans who qualify and are selected for employment must receive training designed for them. On 14 Oct 99, HQ USAF/DPFC determined only veterans placed on target positions must enter into formal training plans. This training can be in any number of forms ranging from off-duty education, vocational school, on-the-job training, and formal classroom training. Whatever is decided must be put into a

training plan using templates provided by DPEO. After the supervisor, the employee, and the HRS sign these documents four copies will be made and sent to Staffing (DPCF), Training (DPEO), the employee, and the supervisors. A ninety-day OJT training progress record, using OO-ALC Form 506, will be turned in to DPEO at the beginning of each quarter regardless of the date of employment. A follow up appointment with the VRA program manger will be scheduled if problems or concern are identified in the progress record. If the employee is promoted or changes jobs within a VA appointment authority, the plan must be evaluated to see if it is still current and valid. If it is no longer valid, a new training plan must be prepared.

A4.6.2 Satisfactory participation in the program. Agencies are encouraged to schedule progress reviews, including discussions between the veteran and their supervisor concerning work performance and on-the-job training activities. When the plan includes an educational component or attendance at training courses, the veteran shall provide to DPEO evidence of satisfactory participation attached to their OO-ALC Form 506 on a quarterly basis.

A4.7 **Assistance.** If assistance is needed on any of the above special programs contact your servicing HRS or your organizational training manager/monitor.

Attachment 5 - Completion of DD Form 1556, Request, Authorization, Agreement, Certification of Training, and Reimbursement.

A5.1 Requirement: The DD Form 1556 is the form used to request, approve or disapprove all formal training of eight (8) hours or more and all training, regardless of length, whenever costs are involved regardless of funding source.

A5.2 Procedures for filling out a DD Form 1556:

A5.2.1 The “automated” DD Form 1556 is used by organizations (i.e., supervisors and training managers) as well as by base E&T (Education and Training) to follow the path of the DD Form 1556 from creation to completion. The on-line form is similar to the hard copy forms. ETMS Web will supply some of the required information; the user drafting the form will supply the rest.

A5.2.1.1 ETMS Web follows the form 1556 through the following stages. The initial stages (those that occur within an employee's unit) are the same for all 1556 forms, regardless of whether or not E&T funds are involved. These stages are as follows:

- *Drafting* – The stage at which the DD Form 1556 is created. A 1556 can be created by any user who has been granted access to 1556 tracking functions, regardless of the user's profile level. In general, however, this is performed by an employee's training manager.
- *Certification* – The stage at which the designated supervisor will decide whether or not to certify the form.
- *Authorization* – The stage at which the designated supervisor will decide whether or not to authorize the form. This step will often be performed by the same user who certified the form.
- *Coordination* – The stage at which the designated unit training manager will review the form and make any necessary changes before sending the form to the base Education and Training Flight. The training manager will also specify how the costs associated with the training will be paid for (i.e., by the employee's unit or by the E&T Flight).

A5.1.2.2 Once the form has been sent to the base E&T Flight, the steps that are to be taken will differ, depending on whether or not E&T funds are to be used in paying for any of the training costs (this will be specified by the unit training manager at the *Coordination* stage of the tracking process, as explained above). If no E&T funds are to be used, then the following stage of tracking will occur:

- *Approval* – The stage at which the designated E&T-level user decides whether or not to approve the form. Once a 1556 has been approved by E&T, the status of the form will change to *Pending Completion*. The status of form and the training requirement it represents will be automatically changed to *Completed* 7 days after training completion date recorded on the form.

A5.1.2.3 If E&T funds are to be used for any training costs (as indicated by the training manager at the *Coordination* stage), then the form must pass through the following stages of approval:

- *HRS Approval* – The stage at which the designated E&T-level user decides whether or not to approve the form. Because E&T funds are involved, the user will then route the form to an E&T account manager, who will be responsible for completing the necessary funding information.
- *Funds Approval* – At this stage an E&T account manager will be responsible for approving/disapproving funding for the training. For those expenses that are to be paid for with E&T funds, the user will need to specify the E&T fund account from which the funds should be obligated.
- *Procurement/Final Approval* – This is final stage of review for a 1556 involving E&T- funded costs. At this stage, a Vendor Technician in the E&T Flight will actually procure the training from a vendor. Assuming that the user is able to arrange the training and gives the form final approval, the form's status will be updated to *Pending Completion*.

A5.1.2.4 The status of form and the training requirement it represents will be automatically changed to “*Completed*” 7 days after training completion date recorded on the form.

A5.1.3 Hard Copy DD Form 1556 -- FORM MUST BE READABLE AND USED ONLY IN EMERGENCY CASES - where automated DD Form 1556 is waiting for a class to be built or the organization requesting training does not have access to ETMS. (If used, this does not negate the fact that once the course has been built into ETMS the automated DD Form 1556 must be accomplished.)

A5.1.3.1 Front of form.

A5.1.3.2 The Requesting Supervisor. Completes Blocks C, 1, 3, 5, 7 b (1)&(2), 8, 9, 10, 11, 12, 14, 16, 17, 18, 19a, b&c., 20h, 21a, b&c, 22b&c (if applicable), 23a, b&c., 25a, b&c, 26, 27, 29 for administrative or DMAG funds, and 32, 34.

Note: Block 11 Organizational Name. Please identify Organization Mailing Symbol.

Note: Block 18 Training Objectives: The training objectives identified in block 18 as a minimum must state the knowledge, skills and/or abilities (KSAs) that will be acquired as a result of training. In addition, it must describe how the KSAs are used in relationship to the employee's official duties.

Note: Block 19b Mailing Address of Vendor: Must include vendor's phone number. Include the fax number if available.

Note: Block 20h Priority: Enter priority 1, 2, or 3.

Note: Block 32 Supervisor: Supervisor's signature in this block indicates the training is valid and applies to the overall mission.

A5.1.3.3 The Director (or designated representative), signs Block 34 signifying organizational approval of the training requirement.

A5.1.3.4 The HRS completes Blocks 33, on the DD Form 1556.

A5.1.3.5 Training Agreement on the DD Form 1556. The Signature and date in Blocks 39 a&b must be completed by the individual requesting training at the time form is initiated

A5.1.3.6 Evaluation:

A5.1.3.6.1 DPEO will send an evaluation forms to trainees approximately 30 days after the training completion date. The trainee completes the evaluation and returns it to DPEO.

A5.1.3.6.2 The Evaluation will be used to determine if the training objectives identified in block 18 have been successfully accomplished. If the stated KSAs were not achieved the servicing HRS must be notified to determine the reasons and causes.

Note: Anytime a supervisor feels the training their employees receive is ineffective or they complain about the quality of the training, the servicing HRS must be notified. Failure to do so could result in the continuation of ineffective training that is both costly and a waste of valuable time.

A5.3 Routing Procedures for the DD Form 1556:

A5.3.1 Block 32 should be completed by the employee's immediate supervisor. Immediate supervisor signs (with a ball point pen) and dates the request. It is given to the organizational training manager/monitor, who checks and verifies the DD Form 1556 for accuracy. The training manager/monitor also verifies the cost is within budget limits and the source of the training has been identified and entered into ETMS. (If the source is non-government, a copy of the vendor's brochure or source information containing course description and vendor's phone and fax numbers must be attached.) After the training manager/monitor has completed the review, the **authorizing official signs Block 34.** The completed form is then sent to DPEO for their action. **The automated DD Form 1556 must be received in DPEO at least 10 work days prior to the class start date.**

A5.3.2 After the HRS has verified all the information for compliance with regulations and approves the DD Form 1556, the HRS/EDA registers the employee in the class and initiates travel orders, if E&T Funds are used. If the organization's funds will be used to cover the tuition or TDY costs, the HRS will notify the organizational training manager that the automated DD Form 1556 has been received and approved. **If the DD Form 1556 has not been entered into ETMS and is received with less than 10 days from the start date of the class, and is incomplete or improperly filled out, the HRS will return it to the training manager/monitor without action.**

A5.3.3 When the class has been completed, the EDA certifies the completion of class and ensures the employee's records are properly annotated.

A5.3.4 If the class is over 80 hours and course evaluation is required, the EDA sends a copy of the evaluation form after 30 days to the employee and supervisor for completion.

A5.4 **Assistance.** If assistance or guidance is needed on how to fill out a DD Form 1556 for the personnel assigned to your work center, contact your servicing EDS or organizational training manager/monitor.

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Attachment 6 - Instruction for Filling out AF Form 403 - Request for Special Technical Training.

A6.1 Use of the AF Form 403, The AF Form 403 is used to request training that is not readily available from already established sources within the Air Force, other DOD agencies, or non-government vendors.

A6.2 Information on the AF Form 403, The AF Form 403 requires the identification of the category of people and the specific type of training required. A description of the equipment, technique, or the process in which training is required is also identified on the form. The following information is provided to assist you in identifying and outlining the type of training required:

A6.2.1 Level: Operator, Depot maintenance, Programmer System Operator.

A6.2.2 Software Maintenance.

A6.2.3 Off-the-shelf operating system course, (Show number of courses).

A6.2.4 Aging and surveillance for engineers and technicians.*

A6.2.5 Reliability or maintainability for engineers and technicians.*

* (May be taught as one course: A&S/Reliability/FMEA)

A6.2.6 Failure modes and effect's analysis for engineers and technicians.

A6.2.7 Hardness critical item analysis for engineers and technicians.

A6.2.8 Safety for engineers and technicians.

A6.2.9 Engineering theory.

A6.2.10 EOD.

A6.2.11 Driver.

A6.2.12 Orientation.

A6.2.13 Assembly and disassembly.

A6.2.14 Is the training for software testing, repair of the hardware or what?

A6.2.15 Procedures.

A6.2.16 Other. Write in your own words a description of the type of training required.

A6.3 Impact Statement.

A6.3.1 Requirement. An impact statement is required on the back of all AF Forms 403. Depth of the statement will vary based on the criticality of the training and the impact on the mission.

A6.3.2 Training Requirement Identification. The impact statement identifies the equipment, technique, or the process in which training is required. It also establishes the reason for the requested training. For example, the training is too complicated for self-study, and/or uneconomical or too time consuming for that method of training. The following are items to be considered when writing an impact statement:

NOTE: AFI 36-2201 states we are supposed to do the training if the technical skills and knowledge are available through MAJCOM resources or if they can be learned by self-study or OJT.

A6.3.2.1 Explain why the requested training cannot be accomplished by in-house training means or capabilities.

A6.3.2.2 Identify responsible project officer's name, organization and phone number.

A6.3.2.3 Identify system milestone and dates that control the training completion, for example: IC&D of ATE scheduled 20 Aug 04.

A6.3.2.4 Summarize the work center job requirements and responsibilities for the system that make the training necessary.

A6.3.2.5 Give the date when the directorate or work center received responsibility for the equipment, technique, or the process, if known.

A6.3.2.6 Give document title and date that levied the responsibility, if known.

A6.3.2.7 Describe the tasks to be performed.

A6.3.2.7.1 Are they tasks we know how to do, but performed on new or modified equipment? Do we need familiarization with the location, use and installation of the equipment and/or process used.

A6.3.2.7.2 Are they new tasks on equipment with which we have had experience?

A6.3.2.7.3 Are they new tasks performed where new technology is involved?

A6.3.2.7.4 Are they new tasks performed on new or modified equipment?

A6.3.2.8 Describe what action you will take if you do not receive the training.

A6.3.2.8.1 Contract out? If so, estimated the cost.

A6.3.2.8.2 Change a procedure such as remove and replace instead of repair (Buy more spares)? How costly is this?

A6.3.2.8.3 Detail trained people to do the work? (Can they do the training?)

A6.3.2.8.4 Has another organization or ALC do the work? (What is the impact of doing this?)

NOTE: Has project manager accomplished a decision tree analysis that considered alternatives.

A6.3.2.9 Describe what will happen to the mission you support if you do not receive the training.

A6.3.2.9.1 If the mission will fail, explain why.

A6.3.2.9.2 If it will result in severely restricted operation, explain why.

A6.3.2.10 Other considerations for mission impact, will it:

A6.3.2.10.1 Affect the system reliability? If so, how?

A6.3.2.10.2 Affect nuclear hardness and survivability. If so, how?

A6.3.2.10.3 Affect the health or safety of personnel? How?

A6.3.2.10.4 Delay operational readiness of the system? How? For how long?

A6.4 **Assistance.** If assistance or guidance is needed on how to fill out an AF Form 403 for training needed by the personnel assigned to your work center, contact your servicing HRS or organizational training manager/monitor.

Attachment 7 - Centrally Managed Training

A7.1 Air Education and Training Command (AETC), Air Force Institute of Technology (AFIT), Air University (AU), Defense Acquisition University (DAU), and Defense Management Education and Training (DMET) courses. Annually, a request to identify training requirements in ETMS will be requested by DPEO. Follow guidelines set forth in AFI 36-2201 "Developing, Managing, and Conducting Training" and DOD Manual 5010-16-C "Defense Management Education and Training Programs". Additional information about centrally managed training can be found on web site <https://etca.randolph.af.mil/>

A7.2 Armed Forces Colleges: Industrial College of the Armed Forces (ICAF), Armed Forces Staff College (AFSQ), Air Command and Staff College (ACSC), National War College (NWC), and Air War College (AWC).

A7.2.1 Nominations are projected on a two-year basis. Nominations are screened by the Corporate Board for review and approval, sent to major command (MAJCOM) for review, and forwarded to Air Force Civilian Personnel Management Center (AFCPMC) for final selection.

NOTE: Information provided on CEPs for those people registered in Air Force Career programs is used to identify candidates for many of the Centrally Managed courses.

A7.2.2 Grade level criteria for NWC, ICAF, and AWC is GM-15 or above and highpotentialGM-14. For ACSC and AFSC, the grade level is GS-12 or above or high potential GS- 11.

NOTE: For additional nomination criteria, see AFI 36-2301, USAF Officer Professional Military Education System.

A7.3 LEGIS Fellows Program (three sessions per year) (AFCPMC Funded):

A7.3.1 Nominations are made once annually. Nominees must be GM- 14 or above and must have two years of Federal service in the Executive Branch. Preferred nominees are members of the Senior Executive Service (SES), candidates, cadre, or equivalent who have been designated for executive or management development.

A7.3.2 Nominations are reviewed and approved by the OO-ALC Commander, sent to MAJCOM for review and approval, and then forwarded to AFCPMC for final review and selection. Air Force nominees are forwarded to the Office of Personnel Management (OPM)/LEGIS Fellows Program for final selection.

A7.3.4 Additional nomination criteria will be furnished at time of screening.

A7.4 President's Executive Exchange Program (PEEP) (one-year program) (AFCPMC funded):

A7.4.1 Nominations are projected on a two-year basis. Nominations are limited to employees in grades GM- 13 and above, having no significant private-sector experience.

A7.4.2 All nominations are reviewed and approved by the OO-ALC Commander, sent to MAJCOM for review and approval, and then forwarded to AFCPMC for to the President's commission for final selection.

A7.5 Competitive, Long-Term Full-Time (LTFT) Training Programs (projected on a two-year basis for both base funded and career program sponsored):

A7.5.1 Nominating supervisors and employees will be responsible for preparing nomination packages. The nomination packages will be reviewed by DPEO for completeness and submitted to the Corporate Board and approved by OO-ALC Commander. Approved nominations' packages are forwarded by the DPEO to MAJCOM for final review and approval or directly to the Career Program Palace Team (AFCPMC/DPCM).

A7.5.2 Nomination packets must include the following:

A7.5.2.1 Personal Information:

A7.5.2.2 General Criteria:

A7.5.2.3 Nominee's Letter. Nominee will prepare a signed letter to the chairperson of the MAJCOM or comparable organization. Executive Development Council addressing the items listed below:

A7.5.2.4 Complete DD Form 1556 and sign reverse side block 63a.

A7.6 Defense Acquisition University is a consortium of Department of Defense (DOD) education and training organizations that provide mandatory acquisition courses for military and civilian personnel serving in 12 acquisition career fields.

A7.7 Interagency Courses: Federal Executive Institute (FEI) and Executive Seminar Center Courses (ESCC) (AFCPMC funded):

A7.7.1 The FEI is for senior-level managers, SES, and selected GM-15s. Course announcements will be forwarded at the time of screening giving details of available programs.

A7.7.2 ESCCs are reserved for GM-13s through GM-15s. Course catalog is available in the DPEO training office for review.

A7.7.3 OPM offers, through its regional training centers, manager and supervisory development courses and a variety of technical courses dealing with such subjects as personnel, financial management, information systems, procurement-related subjects, etc. Course catalogs are available in DPEO.

A7.8 **Assistance.** If assistance or guidance is needed on how to identify and locate Centrally Managed training for the personnel assigned to your work center, contact your servicing HRS or organizational training manager/monitor.

Attachment 8 - Instruction for Preparing Career Enhancement Plan and Individual Development Plan

A8.1 Purpose. Career Enhancement Plans (CEP) are perhaps one of the most important resource documents a person can use to help identify and plan their career goals and aspirations.

A8.2 Preparation of the CEP. CEPs are prepared as a cooperative effort between individuals and their supervisor. CEPs identify specific knowledge, skills, and abilities needed by an individual to achieve their individual career goals. Individual goals should be established to show a direction that will improve the effectiveness of the person and enhance the efficiency of the Air Force. The CEP also identifies specific resources and methods required for the individual to achieve their aspirations. The best time to establish an CEP is during the annual training survey and reviewed during the performance appraisal period.

A8.3 Information required on the CEP. CEPs should be prepared using the instructions provided in the appropriate Career program volume of AFMAN 36-606. The CEPs should be checked to ensure the following information is correct:

A8.4 When preparing a CEP consider the following:

A8.4.1 Means of achieving each goal.

A8.4.1.1 Formal government training courses (Centrally Managed).

A8.4.1.2 Government sponsored training (locally funded).

A8.4.1.3 Non-government academic education.

A8.4.1.4 Executive or management development or training.

A8.4.1.5 Certifications required by career program.

A8.4.2 Identify career broadening or developmental assignments that will enhance the career goals. (Plan for the next five years). These are assignments designed to prepare an individual for future assignments or to improve proficiency on the current position. Developmental assignments include on-the-job activities such as task force and committee assignments, understudy and temporary replacement of employees absent from work, career broadening and flow through assignments to different command levels. Formal developmental programs are used to assist people with high potential to attain their highest career goals.

A8.5 Preparation of the Individual Development Plans (IDP). ETMS is used to identify training requirements. This should be a cooperative effort between the individual employee and their supervisor. IDPs are used to identify specific training requirements that will improve the knowledge, skills, and abilities needed by an individual to achieve their occupational goals. Individual training time schedules should be established to show when a particular training requirement should occur. The IDP should identify specific resources and methods required for the individual to accomplish the training. The best time to establish an IDP is during the annual training survey and reviewed during the performance appraisal period.

A8.6 Assistance. If you need assistance or guidance in preparing either a CEP or and IDP contact your servicing HRS, or organizational career program manager/monitor.

DRAFT

Attachment 9 - Guide For Preparing AF Form 9, Purchase Request.

A9.1 General. There are several occasions when training requirements may not be satisfied using the DD Form 1556 alone. Processing of AF Forms 9 must be accomplished using Automated Business Services System (ABSS). See ABSS Software User Manual for instructions regarding preparation, funds approval, and flow of AF Form 9. AF Form 9 is required besides the DD Form 1556 for the following:

A9.1.1 When the course material is specifically designed for Air Force use.

A9.1.2 When the course materials are developed for the USAF and all rights (proprietary rights) belong to the USAF.

Note: A statement of work covering course specifications must accompany the AF Form 9.

A9.2 For training or training materials requests that fall into the above categories, the following instructions apply:

A9.2.1 Operations & Maintenance (O&M) Funds:

A9.2.1.1 The AF Form 9 will be routed to DPEO in ABSS for coordination and approval.

A9.2.1.2 The Approving Official will be the Chief of DPEO (PK will not process unless the form has been approved by the Chief of DPEO).

A9.2.1.3 DPEO will ensure all regulatory requirements have been met.

A9.2.2 Depot Maintenance Activity Group (DMAG) Funds:

A9.2.2.1 The AF Form 9 will be initiated and approved by the requesting official.

A9.2.2.2 The AF Form 9 will be routed through organizational channels for certifying official's approval/signature and then forwarded to DPEO.

A9.2.2.3 The AF Form 9 will be routed to DPEO in ABSS for coordination and approval. DPEO will ensure all regulatory requirements have been met.

A9.3 Explanation of stock and control numbers (If necessary):

A9.3.1 Stock Number: 691OP93JDMBA303.

A9.3.1.1 6910P - Stock class assigned to DPEO.

A9.3.1.2 02 - FY.

A9.3.1.3 W - training monitor's initial.

A9.3.1.4 LF - O&M funds (or DF for DMAG funds).

A9.3.1.5 303 DPEO sequence number.

A9.3.2 Control Number: F2DPE0327IM303.

A9.3.2.1 F2 - Assigned to DPEO by PK.

A9.3.2.2 DPEO - Indicating organization.

A9.3.2.3 2 – FY

A9.3.2.4 021 – Julian date

A9.3.2.5 0238 - DPEO sequence number, (0238 O&M funds or M303 for DMAG funds).

A9.4 Certification. Upon receipt of vendor's services, DPEO will certify receipt and forward certification to FM.

A9.5 Sole Source Justification. Sole source justification is required when it is felt by the requester that only one source can fulfill the requirement.

A9.6 Assistance. If assistance or guidance is needed on how to fill out an AF Form 9, contact your servicing EDS or organizational training monitor.

Attachment 10: Forms Commonly Associated with Civilian Training.

A10.1 General Description: The forms in this attachment are used to identify, request, record, justify, and obligate/pay for civilian training. For consultation assistance concerning these forms call or contact DPEO.

A10.2 DD Form 1556, Request, Authorization, Agreement, Certification of Training and Reimbursement.

A10.2.1 Is used to identify trainee/applicant information training course data, cost information and approval/concurrence/certification. It must be complete, including a contact phone number in box 19b, or it will be returned to you without action.

A10.2.2 Training Agreement/Certification commitment to attend training, consequences for failure to successfully complete the training must be completed and signed/dated by the trainee.

A10.3 AF Form 403, Request for Special Technical Training, is used to request training that is not readily available from already established sources within the Air Force or other DOD agencies.

A10.4 AF Form 898, Field Training Requirements Scheduling Document: This form is used to identify Field Training Detachment training requirements and is coordinated through both DPEO and MAW for all FTD requirements.

A10.5 AF Form 2675, Civilian Career Program Registration and Personal Availability, is used to register eligible employees into Air Force-Wide career programs.

A10.6 AF Form 1151, Training Attendance and Rating, is used to record attendance and rating for classes conducted on base.

A10.7 AF Form 9, Request for Purchase, is used when training is specifically designed for the Air Force, (not an off the shelf course) and a DD Form 1556 cannot be used alone for the requested training. Automated Business Services System (ABSS) procedures are used to ensure routing and approval in compliance with existing guidelines.

A10.8 Training Progress Record, is used to evaluate the progress of employees enrolled in established developmental/training programs for which formal training plans have been developed. Serves to show training completions and identify deficiencies in either the trainee's progress or the developmental program.

A10.9 Standard Form 1164, Claim for Reimbursement for Expenditures on Official Business, is used to reimburse people for out of pocket expenses incurred while performing official duty.

Attachment 11 - Glossary of Commonly Used Training Terms.

These terms are generally used when referring to civilian training.

ACQUISITION PROFESSIONAL DEVELOPMENT PROGRAM (APDP) - Is a Training and Career Development Program to qualify the Defense Acquisition Workforce for their current assignments, and to prepare them for more responsible jobs, and to cross-train them for assignments in other acquisition fields.

AIR EDUCATION AND TRAINING COMMAND (AETC) - Conducts courses in logistics and management areas related to officer, airman, and civilian duty assignments. Courses are announced in the USAF Formal Schools Catalog.

AIR FORCE INSTITUTE OF TECHNOLOGY (AFIT) - located at Wright-Patterson AFB, Ohio, is the Air Force's graduate school of engineering and management as well as its institution for technical professional continuing education.

ANNUAL INSTALLATION TRAINING PLAN (AITP) - Organizations ensure training requirements for their people have been identified and projected training requirements for the next "out" fiscal year entered into ETMS. ETMS information will be used to compile the AITP.

ARMY LOGISTIC MANAGEMENT CENTER (ALMC) - located at Fort Lee VA.

ARMY MANAGEMENT ENGINEERING COLLEGE (AMEC)- located at Rock Island IL.

ABILITY - Being able to competently perform assigned duties and tasks effectively and efficiently.

ALLOCATION MEMORANDUM - Memorandum sent to serviced organizations from DPEO authorizing spaces in training courses, authorizing fund citation to be used when orders are cut (when appropriate), and other course particulars.

AIR FORCE-WIDE CAREER PROGRAMS - AF-Wide career programs are used to identify and develop civilian personnel with exceptional potential and performance to progress to key management positions. <http://www.afpc.randolph.af.mil/cp/>

ANTI-DEFICIENCY ACT VIOLATIONS – A violation of the statutory and legal requirements for expenditure of government funds for training, regardless of funding source, which denotes the illegal authorization of training funds (direct and indirect training costs) without approval of the base EDM through the proper use of a DD Form 1556.

CADRE - A specific group of people selected to participate in a specialized training program.

CLASSROOM INSTRUCTION - Method for conducting training using stand-up instructor but can also include distance learning or video teleconferencing.

CAREER BROADENING - Work experience in an environment that will significantly and systematically improve the knowledge, skills and abilities of identified civilian employees.

CAREER DEVELOPMENT - The close monitoring and implementation of career objectives usually obtained through assignment rotation, training, and experience.

CAREER MANAGEMENT - Action taken to deal with careers in a logical manner to produce desired results. It is a function of management, supervision, and the employee. Its actualization depends on interaction at these levels.

CIVILIAN TUITION ASSISTANCE PROGRAM (CTAP) – The intent of this program is to ensure standardization and provide equity for all employees. CTAP complements Air Force policy to encourage employee self-development efforts by paying part of the cost for mission-related courses that also benefit the Air Force.

CENTRALLY MANAGED TRAINING - Training not locally funded, which requires concurrence by the expending agency, whether AETC, AFIT, ALMC, DISAM, and other AF or DOD Schools.
<https://etca.randolph.af.mil/>

CAREER ENHANCEMENT PLAN (CEP) - contain training information on civilian personnel. This information is personal duty, required training, training history, and forecasted centrally and locally funded training requirements.

CIVILIAN COMPETITIVE DEVELOPMENT PROGRAM (CCDP) is part of a larger framework for the development of future civilian leaders. The program includes in-residence Professional Military Education (PME), long-term academic and experiential programs and short-term executive programs.
<http://www.afpc.randolph.af.mil/cp/>

CONFERENCE – The terms conference and symposium are used interchangeably to denote any meeting where there is an organized exchange of information between presenters and audience where an employee will derive educational and/or developmental benefits therefore requiring the use of a DD Form 1556.

CONTRACTOR PROVIDED TRAINING – Where information is provided in the form of briefings, meetings, or demonstrations (this includes training on the use of equipment) that is more than 8 hours, or has any cost involved (beyond the purchase cost of equipment, including travel or per diem) therefore requiring the use of a DD Form 1556.

CO-OP PROGRAM - A cooperative training program established with educational institutions providing alternate periods of academic study and study-related work.

CORPORATE BOARD - The Management body that validates the Annual Installation Training Plan (AITP); acts as a review panel for competitive training programs; prioritize nominations of candidates to high-impact training, makes recommendations, as appropriate, to the Commander. The Corporate Board is chaired by the commander and includes the Chief or Deputy of the following organization: FM, LF, LA, LI, LM, PK, MA, and 75 ABW/CC. The Civilian Personnel Directorate is represented by the Civilian Personnel Officer, and other Personnel Chiefs when requested to participate.

CORRESPONDENCE PROGRAM - Study for active, reserve and national guard officers, noncommissioned officers and civilian employees within defense logistics fields. Courses are self-contained. Course listings can be reviewed and applications obtained from DPEO.

CONTINUED SERVICE AGREEMENT (CSA) - Agreement signed by employee when participating in government or non-government training over 80 hours or where the cost of training exceeds established threshold costs (see chart under 5.9.4).

DEFENSE ACQUISITION UNIVERSITY (DAU) - The Defense Acquisition University is a consortium of Department of Defense (DOD) education and training institutions and organization which provide mandatory acquisition courses for military and civilian personnel serving in 12 acquisition career fields.

DEVELOPMENTAL ASSIGNMENT - Program, position, or projects designed too more fully utilize the employee's potential.

DEVELOPMENT OPPORTUNITY PROGRAM - A program designed to provide lower graded participants an opportunity to enter transition positions through planned on-the-job training (OJT) and/or formal training.

DEFENSE INSTITUTE OF SECURITY ASSISTANCE MANAGEMENT (DISAM) - was established to provide education, research, and consultation services to security assistance managers throughout the United States (U.S.) and overseas. The Institute is chartered as the singularly dedicated Department of Defense (DOD) educational activity to advance an understanding of the complex laws, policies, and procedures associated with security assistance (located at Wright-Patterson AFB). <http://disam.osd.mil/>

DEFENSE LEADERSHIP AND MANAGEMENT PROGRAM (DLAMP) is a systematic, Department-wide program of "joint" civilian leader training, education, and development within and across the DOD Components. It provides the framework for developing future civilian leaders with a DOD-wide capability. <http://www.afpc.randolph.af.mil/cp/>

DEFENSE MANAGEMENT EDUCATION AND TRAINING CATALOG (DMET CATALOG) - Official source of information concerning courses of instruction offered in accordance with Defense Management Education and Training Program. Provides guidance, information, and course description for all courses in DMET system.

DEPOT MAINTENANCE ACTIVITY GROUP (DMAG) - Funds locally available for the discretionary use of the Industrial Complex.

DEPARTMENT OF DEFENSE COMPUTER INSTITUTE (DODCI) - located at Washington Navy Yard, Washington D.C.

EMPLOYEE DEVELOPMENT AND TRAINING SECTION (DPEO) - This section of the 75 Mission Support Squadron, Education and Training Flight assists management in determining and developing training needs; assists in planning to meet those needs (through the use of a DD Form 1556); takes direct action in the commitment of government funds for training purposes; evaluates results of action taken to meet developmental and training, etc. DPEO is located in Bldg 1279.

EXTENSION COURSE INSTITUTE (ECI) - Provides a variety of correspondence courses related to specific Air Force specialties. Course catalog and information on ECI programs are available in DPPE.

EMPLOYEE DEVELOPMENT MANAGER (EDM) - Reviews and approves or disapproves all requests for training according to statutory, legal, and administrative requirements, regardless of funding source.

HUMAN RESOURCE SPECIALIST (HRS) - A representative of the DPEO who administers the local training and development program. Each organization is assigned at least one HRS to service its training requirements.

EMPLOYEE DEVELOPMENT ASSISTANT (EDA) - A representative of the DPEO who assists the HRS to administer the local training and development requirements.

EDUCATION AND TRAINING MANAGEMENT SYSTEM (ETMS) - System used to identify and validate organizational and employee training requirements - <https://etmsweb.wpafb.af.mil/> Individuals may view their individual records at web site <https://myetms.wpafb.af.mil>

EVALUATION - The trainee and supervisor's assessment of the training received. DPEO sends a locally developed evaluation form to evaluate the effectiveness of the training received.

FORMAL TRAINING - Provides intensive structured training and development to selected groups of employees. Training is accomplished over an established time period determined adequate to complete set training objectives therefore requiring the use of a DD Form 1556 if over 8 hours in length or if any cost is attached (including travel or per diem).

FORMAL OJT - A planned and orderly in-house training instructed by supervisors or experienced specialist for one or more employees, or a rotational assignment where an employee works outside their assigned tasks or duty area, which requires a DD Form 1556 if in excess of 8 hours.

GOVERNMENT PURCHASE CARD (GPC) – DOD has directed all tuition for training classes be charged to the VISA Government Charge Card. Using the card reduces administrative cost and time. Block 27 of the DD Form 1556 should contain the card number and expiration date. Block 29 of the DD Form 1556 should contain the resource advisor's name (signature), phone, and mailing symbol - <http://contracting.hill.af.mil/html/operational/impact.htm>

GRADUATE SCHOOL (GS) - United States Department of Agriculture - Offers interagency training in a variety of subjects.

GPC STATEMENT – Statement that substantiates and justifies special training due to adverse impact upon mission if training is not received. It is generally attached to AF Form 403. The statement is completed by supervisor and sent to HQ AFMC through DPEO.

INFORMAL TRAINING - Any training outside formalized training programs. Informal training is relatively unstructured, generally requires no documentation, and frequently allows individualized progression.

INTERN PROGRAM - An entrance level program to prepare outstanding men and women in various occupations for subsequent advancement in professional, administrative and technological careers.

INSTALLATION TRAINING GUIDE (ITG) – The Hill AFB policy document designed to provide clear guidance for local training users so that training will be done systematically and efficiently.

JOINT MILITARY PACKAGING TRAINING CENTER (JMPTC) - located at Aberdeen Proving Ground MD.

JOB REQUIRED TRAINING - Training that is required for an employee to be able to accomplish their assigned duties. Training must be accomplished during duty hours.

KNOWLEDGE - Information needed by a person to successfully accomplish their official duties.

KNOWLEDGE, SKILLS, AND ABILITIES (KSA's) - necessary for an individual to accomplish their official duties.

LOCALLY FUNDED TRAINING - Training whose expending agency is the Directorate of Maintenance (see DMAG) or the Employee Development and Training Section (see DPEO).

LONG TERM, FULL TIME (LTFT) - This is off-the-job training consisting of more than 120 consecutive duty days in either government or non-government facilities.

MANDATORY REQUIREMENTS - Training that is dictated by Law, Regulation, or Certification requirements.

MEMORANDUM OF UNDERSTANDING - A comprehensive training program document normally signed by the trainee, the supervisor, and a representative of DPEO.

MISSION FUNDS - Funds available to organizations to attend conferences, seminars, and workshops not identifiable as training incidents.

MISSION RELATED TRAINING - Training that will increase the overall effectiveness of the organization's mission.

MANAGEMENT TRAINING COMMITTEE (MTC) – An independent committee responsible for reviewing, prioritizing, and making recommendations for base-wide O&M training requirements. Funding limits can be determined by the EDM to assure best utilization of MTC efforts or the MTC can choose to rack and stack all requests regardless of funding limitations. The MTC after completing their review submits its recommendation to the EDM who will present it to the Executive Director and/or Commander for final approval. The recommendations of the MTC are made after careful review of each requirement to determine its appropriateness.

NEW EMPLOYEE ORIENTATION - Coordinated by DPEO to assist new employees in adjusting to their jobs and job environment, including policies and programs existing on base. Mandatory requirement that must be completed within 90 days after the employee enters on duty.

NON-DUTY MISSION-RELATED TRAINING. Mission-related training taken during off duty time from a local college or university.

NON-GOVERNMENT TRAINING - Training provided through civilian vendors or educational institutions.

OFFICIAL DUTIES - The authorized duties which the employee is presently doing or can be reasonably expected to do in the future.

ON-THE-JOB TRAINING (OJT) - Planned, organized and job-related instructions given at the work site based on an analysis of the major job elements and related knowledge, skills and abilities of a particular job. Special emphasis is given to those KSAs, which can best be learned in an actual work situation.

OPERATION AND MAINTENANCE (O&M) - The designation of funds appropriated for base personnel other than people assigned to the Depot Maintenance Activity Group.

ON-SITE TRAINING - Course instructor and course materials are brought on base for a specified period of training. This is an effective means for upgrading the expertise of a number of people efficiently and simultaneously. Offerings are determined by organizational requests.

OFFICE OF PERSONNEL MANAGEMENT (OPM) - Training classes are available through USDA Graduate Centers. <http://www.opm.gov/html/topics.htm>

OUT-OF-CYCLE TRAINING - Training requested at a time other than the annual survey.

PALACE ACQUIRE PROGRAM (PAQ) - The PAQ program is a civilian workforce renewal program funded by Headquarters Air Force. It is administered by the Air Force Personnel Center (AFPC), located at Randolph Air Force Base, Texas. The PAQ program seeks to prepare participants for future administrative and management positions in the Air Force.

PERSONNEL MANAGEMENT INFORMATION SYSTEM (PERMISS) - Is a personnel information support system designed to provide information and guidance on all areas of Air Force civilian personnel management. <http://www.afpc.randolph.af.mil/permis/>

PERSONNEL DATA SYSTEM - CIVILIAN (PDS-C) - An automated data system designed to store a broad range of information concerning employee's training and developmental activities. Data areas are:

PROJECTED TRAINING AREA - Records the fact that employee has been selected to attend a training course, class, session, and so forth.

RECURRING TRAINING HISTORY AREA - Records completion of training occurrences, which are, required periodically, i.e. Human Relations, Drug & Alcohol Abuse.

REQUIRED TRAINING AREA - Stores training/developmental activities required for employees.

TRAINING HISTORY AREA - Reflects the training/developmental activities in which employees have participated.

PRIORITY - Numeric value supervisors/managers assign a requirement indicating the urgency of training need.

(a) **PRIORITY I** - Training that must be accomplished in the immediate training cycle to avoid an adverse mission effect.

(b) **PRIORITY II** – Training required for systematic replacement of skilled employees through career management or other work force deployment programs. Deferment would have an adverse mission effect over an intermediate term.

(c) **PRIORITY III** – Training designed to increase the efficiency and productivity of adequately performing employees. Deferment beyond the immediate training cycle would have little adverse mission effect, but would preclude or delay improving present mission accomplishment.

PRIORITY HIERARCHY IDENTIFIER - Once a priority has been selected, the supervisor then must identify an appropriate hierarchy identifier. The priority identifier describes the need and effect this training will have on the work center:

A – Mandated by public law, executive order, or regulation.

B – Directly related to health and safety.

C – Related to modernization and/or acquisition of weapon system.

D – Workforce dynamics.

PROGRAMMATIC IMPACT - Programmatic impact if training is not funded. The impact statement must identify the product, process, and people impacted if requested training is not approved or funded.

SELF-DEVELOPMENT - Any education, training, or other developmental activity which is self-initiated, funded by the employee, and taken on employee's own time to better qualify for current work or profession, contribute to career opportunities, or otherwise further development the individual.

SELF-STUDY - Method of conducting training where the student establish the pace of the learning material. This type of training includes: computer based training (CBT), interactive video, videotape, and uninstructed self-taught instruction.

SKILL - The capability of a person to effectively use and apply their knowledge and abilities when accomplishing their assigned official duties.

SPECIAL TRAINING - Training designed to meet specific needs. This training is usually requested on AF Form 403, accompanied by an impact statement.

SUBJECT KNOWLEDGE LEVELS – Describes the level of subject knowledge an individual has concerning a particular task.

SCALE VALUE:

A – Can identify basic facts and terms about the subject.

(FACTS)

B – Can identify relationship of basic facts and state general principles about the subject.

(PRINCIPLES)

C – Can analyze facts and principles and draw conclusions about the subject..

(**ANALYSIS**)

D – Can evaluate conditions and make proper decisions about the subject.

(**EVALUATE**)

SYMPOSIUM - The terms conference and symposium are used interchangeably to denote any meeting where there is an organized exchange of information between presenters and audience where an employee will derive educational and/or developmental benefits therefore requiring the use of a DD Form 1556.

TASK KNOWLEDGE LEVELS – Describes the level of knowledge an individual has concerning a particular task.

SCALE VALUE:

a – Can name parts, tools, and simple facts about the task.

(**NOMENCLATURE**)

b – Can determine step-by-step procedures for doing the task.

(**PROCEDURES**)

c – Can identify why and when the task must be done and why each step is needed.

(**OPERATING PRINCIPLES**)

d – Can predict, isolate, and resolve problems about the task.

(**COMPLETE THEORY**)

TASK PERFORMANCE LEVELS – Describes the level of performance an individual can perform an assigned task.

SCALE VALUE:

1 – Can do simple parts of the task. Needs to be told or shown how to do most of the task.

(**EXTREMELY LIMITED**)

2 – Can do most parts of the task. Needs help only on hardest part.

(**PARTIALLY PROFICIENT**)

3 – Can do all parts of the task. Needs only a spot check of completed work.

(**COMPETENT**)

4 – Can do complete task quickly and accurately. Can tell and show how to do the task.

(**HIGHLY PROFICIENT**)

TRAINING - Any effort to instill or instruct in a given subject with the intention that learning will result.

TRAINING AGREEMENT - A structured plan designed to support the recruitment and systematic development of shortage skill occupations.

TRAINING COORDINATOR - An individual in a functional area assigned responsibility for coordinating administrative details concerning training.

TRAINING MANAGER/MONITOR - An individual in a functional area assigned the responsibility for coordinating administrative details concerning training.

TRAINING PROGRAMS - A structured approach to induce learning, generally requiring outlines, progress reports, standards for successful completion, and evaluation.

TUITION ASSISTANCE - Partial funding provided to civilian employees taking mission related non-duty college courses. Employees can receive up to 75% of the tuition cost. Courses must be taken during non-duty hours.

USDA GRADUATE SCHOOL - Course information is available through an Online Course Catalog, which contains course descriptions, objectives, prices and dates. To access the catalog, click on the Course Catalog" above. <http://www.grad.usda.gov/index.cfm>

WORK EXPERIENCE - The everyday performance of tasks associated official duties.